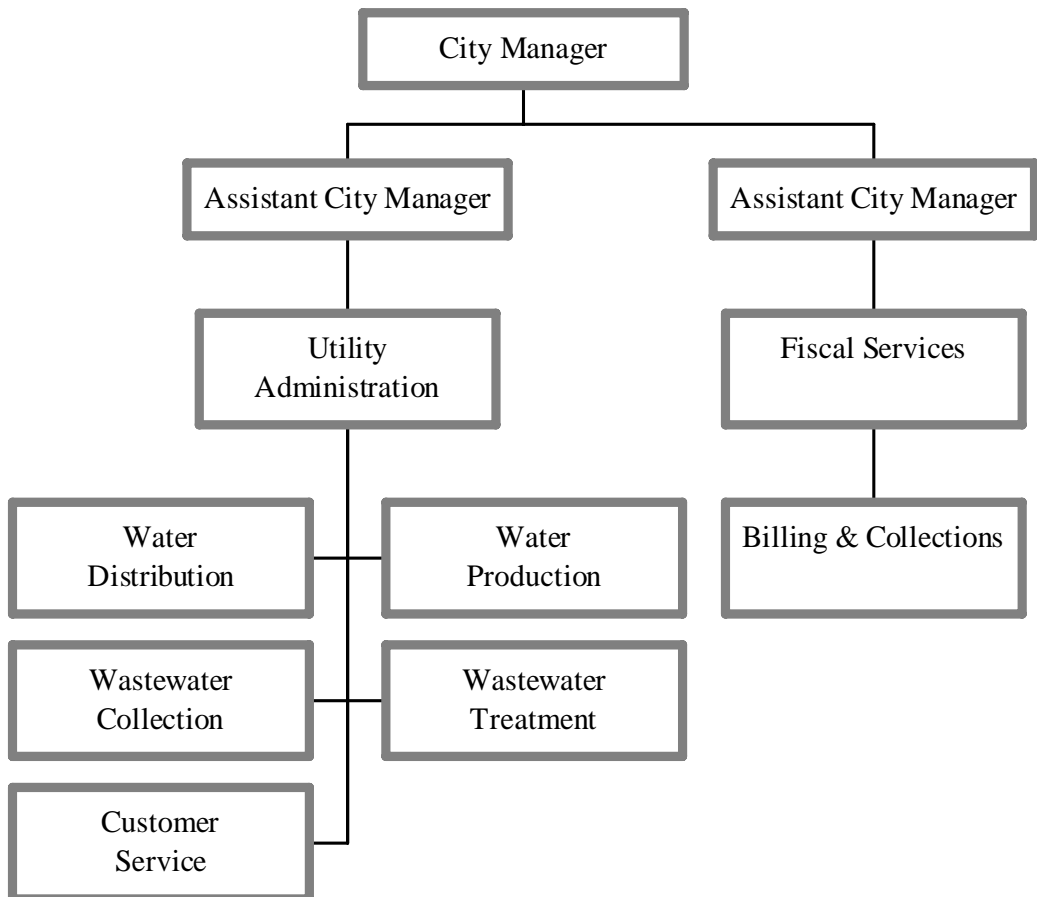


<b>ENTERPRISE FUNDS</b>
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# UTILITIES

## Mission

*The Utilities Department takes pride in providing a safe, dependable and effective public utility infrastructure, rendering a diverse group of services to the citizenry in a responsive, efficient and cost effective manner with a customer oriented approach that reflects the City's tradition of excellence.*



## ENTERPRISE FUND - UTILITY SYSTEM

The City's water and wastewater utilities are financed and operated in a manner similar to private business enterprises, where costs of providing the services to the public are financed primarily through user charges.

### Fiscal Year 2005/06

Total operating revenues for fiscal year 2005/06 are projected to be \$19,126,258, which is \$484,195 above budgeted revenues. Water revenues are anticipated to come in at 106.3% of budget while wastewater revenues are projected at 100.5% of budget. Fiscal year 2005/06 rainfall is 36.5 inches below the last three years average of 56.6 inches, leading to higher water consumption. In February, City Council approved an ordinance setting the residential wastewater cap at the lower of this year's or last year's winter average consumption. This keeps residents from paying higher wastewater charges due to artificially high wastewater caps from an unusually warm and dry winter. A 2.5% water rate increase was implemented in March 2006, as identified in the fiscal year 2005/06 budget. Interest income is projected to be \$74,134 higher than budget, as investment yields have been higher than budget.

Operating expenses for fiscal year 2005/06 are projected to be \$9,332,973, which is \$578,553 higher than budget, due to increased electricity costs for water and wastewater treatment plants, pumps and lift stations.

Other financing sources and uses include bond proceeds of \$5.4 million as well as transfer of the proceeds to the capital projects fund. Other requirements are \$119,615 less than budget, largely due to interest payments budgeted but not required on new debt this fiscal year, due to the timing of the bond sale. Operating transfers total \$6,544,725 and include \$4.3 million to the Debt Service Fund for support of water/wastewater debt assumed through annexation, and \$1.4 million to the General Fund for administrative overhead reimbursements. The fund transferred \$640,274 to the Enterprise Capital Projects Fund for pay-as-you-go capital improvement projects.

Ending cash equivalent balance at 9/30/06 is projected to be \$4,858,259, which is \$253,650 lower than budget. The fund is projected to have a 55% operating reserve, well above the 25% established by policy.

### Fiscal Year 2006/07

Base operating revenues for fiscal year 2006/07 are estimated to be \$19,414,179 and are \$772,116 higher than fiscal year 2005/06 budgeted revenues. Increases in budgeted revenues are due to the full year impact of a 2.5% rate increase effective in March 2006. Water and sewer taps are budgeted at \$778,160, an increase of \$198,160 over 2005/06 budget due to anticipation of approximately 550 additional connections, mainly in the Telfair development. A fiscal year 2006/07 enhancement of \$250,000 represents a 2.4% revenue increase, based on a March 1<sup>st</sup> implementation, for total operating revenues of \$19,664,179. The enhancement will fund increasing costs of operations including debt service obligations. The actual impact on the rate structure will be determined by the water/wastewater study that was initiated in fiscal year 2005/06.

Base operating expenses total \$9,735,299, \$980,879 higher than fiscal year 2005/06 budget. Additional electricity cost of \$600,000 accounts for the majority of the increase in the base budget. Other increases are for fuel, chemicals, and CPI adjustments for existing service contracts. One pump and motor crew of two is being added to maintain service levels and one utility crew of three is being added to meet additional service demands from new development. In addition, three trucks and one backhoe are budgeted for the crews.

Other financing uses include bond proceeds of \$5.1 million as well as transfer of the proceeds to the capital projects fund. Operating transfers-out will increase \$896,920 over fiscal year 2005/06 budget, largely due to an increase of \$738,178 in the transfer to the Surface Water Fund. Last year's transfer from the Utility Fund to the Service Water Fund represented a conservative estimate of 6 months of water usage. The transfer for water/wastewater debt assumed through annexations and dissolution of MUDs has been increased from a 70% to 80% recovery, however, the dollar amount of the transfer is decreasing as debt service is declining, resulting in a transfer of \$4.31 million compared to fiscal year 2005/06 transfer of \$4.34 million. The increase in recovery percentage fully implements prior City Council direction to have utility rates support 80% of assumed water/wastewater debt, thereby supporting the debt through user fees versus property taxes.

Pay-as-you-go capital project funding for fiscal year 2006/07 is \$263,500, which is allocated \$113,500 for water projects and \$150,000 for wastewater projects.

Draw down of cash equivalent balance for fiscal year 2006/07 is \$1,722,770 with an ending cash equivalents balance on 9/30/07 of \$3,098,906, which is a 33% operating reserve. The Utility Fund has a debt service reserve of \$1,514,526, which is an increase of \$36,583 over fiscal year 2005/06 budgeted debt service reserve.

## FINANCIAL ANALYSIS

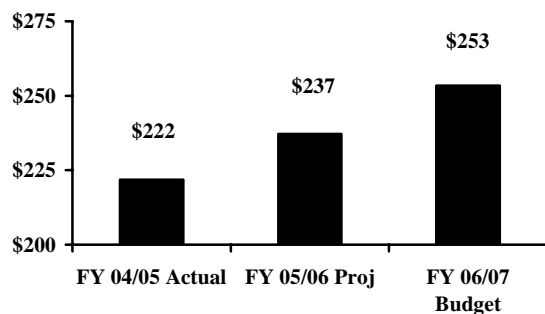
Financial ratios are used to analyze the financial position and operating results of the fund. A comparison based on fiscal year 2005/06 projections and the fiscal year 2006/07 budget is shown below:

	Projections FY 2005/06	Budget FY 2006/07
Cash Reserve Ratio	55%	33%
Direct Bond Coverage	2.73	3.20

The targeted minimum cash reserve ratio is 25% of operating expenses. The bond coverage minimum is 1.5 times the debt service requirements. The cash reserve ratio decreases in fiscal year 2006/07, due to a planned drawdown for contribution toward pay-as-you-go capital improvement projects and non-operating expenditures and transfers. Bond coverage increases for fiscal year 2006/07 but will decline with the anticipated issuance of \$34.1 million in revenue bonds over the next five years including 2006/07, based on the 2007-2011 Capital Improvement Plan. Rates will be adjusted as necessary to ensure cash reserves and bond coverage requirements are maintained.

The financial strength of the utility system is recognized by the rating agencies as the City's revenue bonds are rated AA- by Standard & Poor's and A1 by Moody's. Standard and Poor's upgraded the City's revenue bond rating in April 2006 from A+ to AA- and Moody's confirmed their rating of A1 in conjunction with the issuance of the 2006 revenue bonds.

### Operating Cost per Connection



Operating costs per connection are anticipated to increase 6.8% in fiscal year 2006/07 over fiscal year 2005/06 projections due to additional cost for electricity and an increase in the transfer from the Utility Fund to Surface Water Fund due to a full year impact.

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - UTILITY SYSTEM**  
**INCOME STATEMENT**

	FY 04/05 Actual	FY 05/06 Current Budget	FY 05/06 Projections	FY 06/07 Base Budget	Program Enhance- ments	FY 06/07 Budget
<b>OPERATING REVENUES</b>						
Charges for Services	\$ 17,094,044	\$ 18,273,151	\$ 18,787,312	\$ 18,972,767	\$ 250,000	\$ 19,222,767
Interest Income	163,346	216,834	290,968	309,872		309,872
Miscellaneous	58,963	152,078	47,978	131,540		131,540
<b>TOTAL OPERATING REVENUES</b>	<b>17,316,353</b>	<b>18,642,063</b>	<b>19,126,258</b>	<b>19,414,179</b>	<b>250,000</b>	<b>19,664,179</b>
<b>OPERATING EXPENSES</b>						
Utility Administration	657,290	881,040	889,444	747,833		747,833
Water Distribution	834,647	1,107,774	1,077,579	1,282,028		1,282,028
Water Production	1,732,728	1,602,060	2,029,570	2,155,307		2,155,307
Wastewater Collection	450,556	796,291	793,947	803,567		803,567
Wastewater Treatment	3,312,810	2,709,292	2,923,049	3,064,204		3,064,204
Customer Service	754,729	918,131	919,491	974,900		974,900
Billing & Collections	608,175	739,832	699,893	707,460		707,460
<b>TOTAL OPERATING EXPENSES</b>	<b>8,350,936</b>	<b>8,754,420</b>	<b>9,332,973</b>	<b>9,735,299</b>		<b>9,735,299</b>
<b>OPERATING INCOME(LOSS)</b>	<b>8,965,417</b>	<b>9,887,643</b>	<b>9,793,285</b>	<b>9,678,880</b>	<b>250,000</b>	<b>9,928,880</b>
<b>OTHER SOURCES/ (USES)</b>						
Bond Proceeds	12,625,415	5,520,729	5,410,000	5,125,500		5,125,500
Other Requirements	(2,358,527)	(3,922,604)	(3,802,989)	(4,215,183)		(4,215,183)
Operating Transfers Out	(5,342,910)	(6,376,547)	(6,544,725)	(7,273,467)		(7,273,467)
Transfers In	54,181					
Bond Proceeds Transfer	(12,530,415)	(5,345,000)	(5,345,000)	(5,025,000)		(5,025,000)
CIP Transfers:						
Water Projects	(575,123)	(328,000)	(328,000)	(113,500)		(113,500)
Wastewater Projects		(312,274)	(312,274)	(150,000)		(150,000)
<b>TOTAL OTHER SOURCES/ (USES)</b>	<b>(8,127,379)</b>	<b>(10,763,696)</b>	<b>(10,922,988)</b>	<b>(11,651,650)</b>		<b>(11,651,650)</b>
<b>NET INCOME (LOSS)</b>	<b>838,038</b>	<b>(876,053)</b>	<b>(1,129,703)</b>	<b>(1,972,770)</b>	<b>250,000</b>	<b>(1,722,770)</b>
<b>CASH EQUIVALENTS BEGINNING</b>	<b>6,627,867</b>	<b>7,465,905</b>	<b>7,465,905</b>	<b>6,336,202</b>		<b>6,336,202</b>
Debt Service Reserve	(1,441,360)	(1,477,943)	(1,477,943)	(1,514,526)		(1,514,526)
<b>CASH EQUIVALENTS ENDING</b>	<b>\$ 6,024,545</b>	<b>\$ 5,111,909</b>	<b>\$ 4,858,259</b>	<b>\$ 2,848,906</b>	<b>\$ 250,000</b>	<b>\$ 3,098,906</b>
CONNECTIONS-ESF*	35,910	37,579	37,579	37,579		37,579
Operating Cost Per Connection	\$ 225.58	\$ 221.80	\$ 237.20	\$ 253.39		\$ 253.39
Total Cost Per Connection	\$ 451.90	\$ 508.23	\$ 527.86	\$ 563.45		\$ 563.45
* Equivalent Single Family						
CASH OPERATING RESERVE	74%	61%	55%	30%		33%
BOND COVERAGE DIRECT DEBT	3.99	2.71	2.73	3.12		3.20

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - UTILITY SYSTEM**  
**SUMMARY SCHEDULE OF REVENUES**

	FY 04/05	FY 05/06	FY 05/06	FY 06/07	Program	FY 06/07
	Actual	Current	Projections	Base	Enhance-ments	Budget
		Budget		Budget		
<b>OPERATING REVENUES:</b>						
Water Sales	\$ 7,543,273	\$ 7,972,197	\$ 8,477,119	\$ 8,372,846	\$ 250,000	\$ 8,622,846
Landscape Cost Share Program	(76,097)	(86,317)	(86,317)	(90,000)		(90,000)
Wastewater Charges	8,458,536	9,492,494	9,546,969	9,664,959		9,664,959
Penalties	187,383	188,963	203,186	209,390		209,390
Collection Charges	8,670	12,000	8,850	9,288		9,288
Delinquent Processing Fee	16,450	18,000	20,750	21,788		21,788
Misc. Charges	5,725	5,814	6,030	6,336		6,336
Water Taps	168,065	400,000	398,995	528,820		528,820
Sewer Taps	54,400	180,000	167,820	249,340		249,340
Wholesale Sales	727,638	90,000	43,910			
<b>TOTAL OPERATING REVENUES</b>	<b>17,094,044</b>	<b>18,273,151</b>	<b>18,787,312</b>	<b>18,972,767</b>	<b>250,000</b>	<b>19,222,767</b>
<b>NON-OPERATING REVENUES:</b>						
Miscellaneous	10,776	1,000	1,000	1,000		1,000
Reimbursements	11,639	5,000	1,000	1,000		1,000
Sale of Property	3,246	100	8,000	3,000		3,000
Interest Income - Operating	80,915	106,898	159,651	150,000		150,000
Interest - Debt Service	40,732	43,608	62,328	60,000		60,000
Interest - Reserve & Emergency	34,216	51,728	54,239	84,872		84,872
Interest - Customer Deposits	7,483	14,600	14,750	15,000		15,000
Contract Discharge Cap	33,301					
Connection Fees		108,000		108,000		108,000
Dissolution		19,978	19,978			
Leased Premises		18,000	18,000	18,540		18,540
Bond Proceeds		5,520,729	5,410,000	5,125,500		5,125,500
Transfer from CIP	54,181					
<b>TOTAL NON-OPERATING</b>	<b>276,490</b>	<b>5,889,641</b>	<b>5,748,946</b>	<b>5,566,912</b>		<b>5,566,912</b>
<b>TOTAL REVENUES</b>	<b>\$ 17,370,534</b>	<b>\$24,162,792</b>	<b>\$24,536,258</b>	<b>\$ 24,539,679</b>	<b>\$ 250,000</b>	<b>\$ 24,789,679</b>

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - UTILITY SYSTEM**

**SUMMARY BY PROGRAM**

	FY 04/05	FY 05/06	FY 05/06	FY 06/07	Program	FY 06/07
	Actual	Current	Projections	Base	Enhance-ments	Budget
		Budget		Budget		
<b>EXPENSES:</b>						
Utility Administration	\$ 657,290	\$ 881,040	\$ 889,444	\$ 747,833	\$	\$ 747,833
Water Distribution	834,647	1,107,774	1,077,579	1,282,028		1,282,028
Water Production	1,732,728	1,602,060	2,029,570	2,155,307		2,155,307
Wastewater Collection	450,556	796,291	793,947	803,567		803,567
Wastewater Treatment	3,312,810	2,709,292	2,923,049	3,064,204		3,064,204
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Billing & Collections	608,175	739,832	699,893	707,460		707,460
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 8,350,936</b>	<b>\$ 8,754,420</b>	<b>\$ 9,332,973</b>	<b>\$ 9,735,299</b>	<b>\$</b>	<b>\$ 9,735,299</b>

**SUMMARY BY TYPE**

	FY 04/05	FY 05/06	FY 05/06	FY 06/07	Program	FY 06/07
	Actual	Current	Projections	Base	Enhance-ments	Budget
		Budget		Budget		
<b>EXPENSES</b>						
Personnel Services	\$ 1,952,068	\$ 2,283,291	\$ 2,311,851	\$ 2,497,627	\$	\$ 2,497,627
Operations & Maintenance	6,309,459	6,439,629	6,938,962	7,039,322		7,039,322
Capital	89,408	31,500	82,160	198,350		198,350
<b>TOTAL EXPENSES</b>	<b>\$ 8,350,936</b>	<b>\$ 8,754,420</b>	<b>\$ 9,332,973</b>	<b>\$ 9,735,299</b>	<b>\$</b>	<b>\$ 9,735,299</b>

## UTILITY ADMINISTRATION

### SERVICES PROVIDED

#### Administration/Management

Set departmental goals and strategies and provide organizational direction and control to accomplish those goals. Provide budget coordination and management to ensure that all divisions operate within their budgets.

#### Master Plans/Surface Water

Complete and maintain all water and wastewater master planning that includes involvement in several multi-jurisdictional projects such as Region H Water Planning, Allens Creek Reservoir Development, Gulf Coast Water Authority, Fort Bend Subsidence District, and Fort Bend County Surfacewater Supply Corporation.

#### Environmental Regulations

Monitor anticipated changes to water and wastewater regulations. Determine appropriate implementation of all Texas Commission on Environmental Quality (TCEQ) and Environmental Protection Agency (EPA) mandates/regulations.

#### Capital Projects

In conjunction with Capital Improvement Program develop, implement, coordinate, and monitor utility capital improvement projects. Responsible for the management of numerous water and wastewater projects, including planning, bid, and construction phases and warranty maintenance periods, as well as project cost tracking and budget management.

#### Contract Administration

Responsible for the management, inspection and cost control of two contracts. One contract is for the South Water System, which includes distribution and collection systems, all related pumping facilities and equipment along with all regulatory requirements. The second contract is for the operation and maintenance of two wastewater treatment plants.

#### Engineering Development Review

Maintain and update the design standards for the City and completing review of all new development to ensure plans are in accordance with City guidelines.

#### GIS

Organize and maintain database of utility land base data to allow utility personnel to make informed decisions regarding infrastructure placement and location for efficient repairs and maintenance.

#### Public Relations

Develop, plan, and coordinate public relation events and press releases as they relate to water conservation, drought contingency implementation, pollution prevention, consumer confidence reports, H<sub>2</sub>O Expo, and public information meetings.

### SERVICE LEVEL STANDARDS

- Oversee departmental activities and ensure contract compliance from outsourced services. All purchases are budgeted items and are appropriate for the system.
- Through development review, ensure that master planned infrastructure is completed as needed and that upsizing opportunities are taken when feasible.
- Update one master plan each year, to ensure all master plans are updated every five years.
- Maintain compliance with all environmental regulations and mandates.
- All utility capital improvement projects completed on schedule and within budget. Projects are timed to meet the anticipated demands on the system due to new development.
- Ensure that operations and customer service meets City and Texas Commission on Environmental Quality standards and contracts are managed and costs are controlled.
- All new development meets the standards of the City.
- Review an average of 6 to 10 plans submitted each month within 10 days of submittal.
- Build the GIS system or layers for input of public infrastructure.
- Scan all plans received through planning for maintenance of the Utility GIS database.
- Pursue water education programs and efforts throughout the year. Prepare annual report of water quality for inclusion in the City's semi-monthly newsletter.



**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - UTILITIES**  
**UTILITY ADMINISTRATION - 500101**

	FY 04/05 Actual	FY 05/06 Current Budget	FY 05/06 Projections	FY 06/07 Base Budget	Program Enhance- ments	FY 06/07 Budget
<b>EXPENSES</b>						
Personnel Services	\$ 564,813	\$ 666,633	\$ 676,508	\$ 632,726	\$	\$ 632,726
Operations & Maintenance	92,476	214,407	212,541	115,107		115,107
Capital			395			
<b>TOTAL EXPENSES</b>	<b>\$ 657,290</b>	<b>\$ 881,040</b>	<b>\$ 889,444</b>	<b>\$ 747,833</b>	<b>\$</b>	<b>\$ 747,833</b>

	04/05 Budget	05/06 Budget	06/07 Budget
<b>STAFFING - FTE</b>			
Utilities Director		1	1
Assistant Public Works Director	1		
Senior Secretary	1	2	2
Contract Services/CIP Manager	1	1	1
Contract Inspector	1	1	1
Senior Contract Inspector**	1	1	
GIS Technician		1	1
Project Manager	1	1	1
Environmental Manager	0.5	0.5	0.5
Management Assistant II		0.5	0.5
Administrative Secretary	1		
Utilities Engineer	1	1	1
Water Resources Manager*	1		
<b>Total for Program</b>	<b>9.5</b>	<b>10</b>	<b>9</b>

\* Water Resources Manager moved to Surface Water Fund

\*\* Moved to Engineering Department

**KEY PERFORMANCE INDICATORS**

	04/05 Actual	05/06 Budget	05/06 Projections	06/07 Budget
<b>Number of:</b>				
Capital projects managed	29	27	25	30
Work orders processed/customer requests	6,201	8,800	6,752	7,800
Equivalent Single Family Connections	35,910	37,579	36,684	37,500
Plans/plats reviewed	232	250	188	200
<b>Cost per:</b>				
Equivalent Single Family Connection***	\$ 17.46	\$ 23.45	\$ 24.10	\$ 19.94
<b>Percent of:</b>				
Capital projects initiated/completed within budget	92%	95%	88%	95%
Work orders completed within 24 hours	99%	100%	99%	99%
Plans/plats reviewed within 10 days	100%	100%	100%	100%

\*\*\* Capital and non-recurring expenses have been excluded from calculations.

## **WATER DISTRIBUTION**

### **SERVICES PROVIDED**

#### **Operations and Maintenance**

Maintain and repair as needed 360 miles of distribution water mains. Responsible for installing new water services and maintaining services for over 23,528 meters, 2,900 fire hydrants, and 3,800 mainline valves.

#### **Emergency Service**

Respond to routine and emergency service requests. Technicians are on-call 24 hours a day. A request is determined to be an emergency if it threatens life, health, or personal property.

#### **Preventive Maintenance**

The integrity of the distribution system is ensured through annual inspection, service and repair of valves and hydrants. Repairs are completed on any deficiencies identified through the inspections. Water quality is maintained by monthly flushing of all dead end water mains. New service/meter installations are completed on an as-needed basis.

#### **Development Construction/Inspection**

Inspect new development and rehabilitated development water lines for proper installation. Test hydrant flow at contractors' requests to determine adequacy of fire protection. Locate underground water lines at contractors' requests. Perform bacteriological testing on all new water line construction as per state law.

### **SERVICE LEVEL STANDARDS**

- Completion of new installation and repairs within the time standards established in the department's standard operating procedures.
- All emergency requests for service must be responded to within one hour of the time it is received, regardless of the time of day.
- Completion of the preventive maintenance programs in the distribution system in order to ensure minimal disruption of service during system repairs.
- Before a one-year warranty has expired, the development will be re-inspected and the contractor will repair any defects identified. Before Community Development issues a certificate of occupancy, a final inspection is completed to the infrastructure and the builder makes any necessary repairs that were damaged during building construction.

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - UTILITIES**  
**WATER DISTRIBUTION - 500501**

	FY 04/05	FY 05/06	FY 05/06	FY 06/07	Program	FY 06/07
	Actual	Current	Projections	Base	Enhance-ments	Budget
		Budget		Budget		
<b>EXPENSES</b>						
Personnel Services	\$ 229,100	\$ 276,890	\$ 245,645	\$ 317,889	\$	\$ 317,889
Operations & Maintenance	587,870	830,884	793,922	850,789		850,789
Capital	17,677		38,012	113,350		113,350
<b>TOTAL EXPENSES</b>	<b>\$ 834,647</b>	<b>\$ 1,107,774</b>	<b>\$ 1,077,579</b>	<b>\$ 1,282,028</b>	<b>\$</b>	<b>\$ 1,282,028</b>

	04/05	05/06	06/07
<b>STAFFING - FTE</b>	Budget	Budget	Budget
General Maintenance	2	2	3
Laborer			1
Crew Chief	3	3	4
<b>Total for Program</b>	<b>5</b>	<b>5</b>	<b>8</b>

**KEY PERFORMANCE INDICATORS**

**Number of:**

	04/05	05/06	05/06	06/07
	Actual	Budget	Projections	Budget
Service repairs	829	840	1,080	1,050
Dead-end mains flushed	3,113	3,123	3,794	3,800
Preventive maintenance repairs	303	175	45	100
New installations	288	835	453	650
Equivalent Single Family Connections	35,210	37,579	36,684	37,500
Water quality calls	242	220	315	275
Miles of water mains	332	335	349	360

**Cost per:**

Equivalent Single Family Connection *	\$ 23.13	\$ 28.89	\$ 28.34	\$ 31.16
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**Percent of:**

Preventive maintenance completed	84%	100%	100%	100%
Emergency calls responded to in one hour	99%	99%	99%	99%
Non-emergency repairs completed within 10 days	99%	99%	99%	99%
New service installations completed within 10 days	97%	99%	94%	99%

\* Capital and non-recurring expenses have been excluded from calculations.

## **WATER PRODUCTION**

### **SERVICES PROVIDED**

#### **Operations and Maintenance**

Responsible for supplying quality water that complies with all federal and state water quality standards and meeting system demands at all times. This includes operating, maintaining, and repairs for 5 water plants, 14 water wells, 13 ground storage tanks, 4 elevated storage tanks and 22 high service booster pumps.

#### **Emergency Service**

Respond to routine and emergency service requests. Technicians are on-call 24 hours a day. A request is determined to be an emergency if it threatens life, health, or personal property.

#### **Preventive Maintenance**

The integrity of the production wells and distribution pumping facilities are ensured through daily and annual comprehensive inspections. Repairs are completed on any deficiencies identified through the inspections.

#### **SCADA**

Operate and maintain the SCADA (Supervisory Control & Data Acquisition) system allowing remote communication with each of the five water treatment facilities.

#### **Security**

Responsible for operations, maintenance, and repair of security systems at each of the water treatment and storage facilities.

### **SERVICE LEVEL STANDARDS**

- Production of treated drinking water demand for the City will be approximately 5 billion gallons annually that is compliant with federal and state drinking water standards.
- Inspect facilities daily to ensure efficient operation.
- Maintain “Superior” water rating by TCEQ.
- All emergency requests for service must be responded to within one hour of the time it is received, regardless of the time of day.
- Completion of the preventive maintenance programs for the water production facilities. Daily inspections include service and maintenance of all pumping equipment and appurtenances.
- Maintain constant uninterrupted communications with all water treatment facilities. In situations where communication is interrupted, prompt reestablishment of communication is imperative.
- Water plant security must be at the proper level at all times. Any breach of security is to be addressed immediately.

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - UTILITIES**  
**WATER PRODUCTION - 500601**

	FY 04/05	FY 05/06	FY 05/06	FY 06/07	Program	FY 06/07
	Actual	Current	Projections	Base	Enhance-ments	Budget
		Budget		Budget		
<b>EXPENSES</b>						
Personnel Services	\$ 119,820	\$ 172,291	\$ 196,063	\$ 238,159	\$	\$ 238,159
Operations & Maintenance	1,612,908	1,429,769	1,833,507	1,832,148		1,832,148
Capital				85,000		85,000
<b>TOTAL EXPENSES</b>	<b>\$ 1,732,728</b>	<b>\$ 1,602,060</b>	<b>\$ 2,029,570</b>	<b>\$ 2,155,307</b>	<b>\$</b>	<b>\$ 2,155,307</b>

	04/05	05/06	06/07
	Budget	Budget	Budget
<b>STAFFING - FTE</b>			
Utilities Operations Manager	0.5	0.5	0.5
Utilities Operator	0.5	0.5	1.5
P&M Technician	0.5	1.5	0.5
Crew Chief	0.5	0.5	0.5
Field Supervisor		1	1
<b>Total for Program</b>	<b>2</b>	<b>4</b>	<b>4</b>

**KEY PERFORMANCE INDICATORS**

**Number of:**

	04/05	05/06	05/06	06/07
	Actual	Budget	Projections	Budget
Gallons produced (in millions)	4,999	4,950	5,234	5,300
Facility repairs	124	180	143	180
Facility inspections	8,096	8,150	8,096	8,100
Quality control samples	1,006	970	1,031	1,000
Preventive maintenance man-hours	1,407	1,280	809	1,280
Equivalent Single Family Connections	35,910	37,579	36,684	37,500

**Cost per:**

Million gallons*	\$ 346.61	\$ 322.50	\$ 386.68	\$ 389.34
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**Percent of:**

Completion of preventive maintenance programs	100%	100%	100%	100%
Average daily production to supply capacity	38%	<75%	36%	<75%
Water System Rating by TCEQ	Superior	Superior	Superior	Superior

\* Capital and non-recurring expenses have been excluded from calculations.

## WASTEWATER COLLECTION

### SERVICES PROVIDED

#### Operations and Maintenance

Maintain and repair as needed 331 miles of sanitary sewer collection lines. Responsible for repairing, maintaining, installation tasks, and stoppage investigations throughout the collection system.

#### Emergency Service

Respond to routine and emergency service requests. Technicians are on-call 24 hours a day. A request is determined to be an emergency if it threatens life, health, or personal property.

#### Preventive Maintenance

The integrity of the collection system is ensured through annual inspection, service and repair of the collection system and appurtenances. Repairs are completed on any deficiencies identified through the inspections.

### SERVICE LEVEL STANDARDS

- Completion of maintenance and repairs within the time standards established in the department's standard operating procedures.
- All emergency requests for service must be responded to within one hour of the time it is received, regardless of the time of day.
- Completion of the preventive maintenance programs in the collection system, which includes inspecting over 7,500 sanitary manholes, hydro cleaning 24 miles and televising two miles of collection lines.

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - UTILITIES**  
**WASTEWATER COLLECTION - 501101**

	FY 04/05	FY 05/06	FY 05/06	FY 06/07	Program	FY 06/07
	Actual	Current	Projections	Base	Enhance-ments	Budget
		Budget		Budget		
<b>EXPENSES</b>						
Personnel Services	\$ 214,759	\$ 216,753	\$ 221,309	\$ 232,409	\$	\$ 232,409
Operations & Maintenance	235,797	567,038	560,138	571,158		571,158
Capital		12,500	12,500			
<b>TOTAL EXPENSES</b>	<b>\$ 450,556</b>	<b>\$ 796,291</b>	<b>\$ 793,947</b>	<b>\$ 803,567</b>	<b>\$</b>	<b>\$ 803,567</b>

	04/05	05/06	06/07
<b>STAFFING - FTE</b>	Budget	Budget	Budget
General Maintenance Worker	1	1	1
Hydro Unit Operator	1	1	1
Laborer	2	2	2
Field Supervisor	1	1	1
Total for Program	5	5	5

**KEY PERFORMANCE INDICATORS:**

**Number of:**

	04/05	05/06	05/06	06/07
	Actual	Budget	Projections	Budget
Sewer stoppages investigated	234	230	342	320
Service call repairs	62	65	45	65
Miles of pipe cleaned	8.63	14.40	10.0	14.0
Preventive maintenance repairs	282	180	168	180
Equivalent Single Family Connections	34,010	34,700	34,611	35,000
Miles of sanitary sewer collection lines	318	320	326	331

**Cost per:**

Equivalent Single Family Connection*	\$ 13.25	\$ 22.20	\$ 22.19	\$ 22.96
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**Percent of:**

Maintenance programs completed	74%	100%	100%	100%
Emergency calls responded to within 1 hour	100%	100%	100%	100%
Non-emergency repairs completed within 10 days	99%	100%	99%	100%

\* Capital and non-recurring expenses have been excluded from calculations.

## WASTEWATER TREATMENT

### SERVICES PROVIDED

#### Operations and Maintenance

Transport and treat wastewater to a quality that meets or exceeds federal and state water quality standards. Responsible for operation, maintenance and repair of 85 sanitary sewer lift stations, and contracted operations & management of two wastewater treatment facilities.

#### Emergency Service

Respond to routine and emergency service requests. Technicians are on-call 24 hours a day. A request is determined to be an emergency if it threatens life, health, or personal property.

#### Preventive Maintenance

The integrity of the wastewater treatment and collection facilities is ensured through daily and comprehensive annual inspection of all 85 lift stations. Repairs are completed on any deficiencies identified through the inspections.

#### Pretreatment Inspection

The City's pretreatment program consists of ten industries, that, by virtue of their manufacturing process, the EPA has categorized as having the potential to create a significant impact at the publicly owned treatment operations if their discharge is not monitored closely. Staff is responsible for permitting, inspecting, sampling, data collection and reporting.

### SERVICE LEVEL STANDARDS

- Treatment of approximately 3.2 billion gallons of wastewater that is compliant with federal and state receiving stream water standards.
- All emergency requests for service must be responded to within one hour of the time it is received, regardless of the time of day.
- Completion of the preventive maintenance programs for the wastewater treatment and conveyance facilities.
- No permitted industries considered significantly non-compliant according to the EPA definition.



**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - UTILITIES**  
**WASTEWATER TREATMENT - 501201**

	FY 04/05	FY 05/06	FY 05/06	FY 06/07	Program	FY 06/07
	Actual	Current Budget	Projections	Base Budget	Enhancements	Budget
<b>EXPENSES</b>						
Personnel Services	\$ 124,271	\$ 114,733	\$ 127,801	\$ 196,845	\$	\$ 196,845
Operations & Maintenance	3,188,539	2,575,559	2,776,948	2,867,359		2,867,359
Capital		19,000	18,300			
<b>TOTAL EXPENSES</b>	<b>\$ 3,312,810</b>	<b>\$ 2,709,292</b>	<b>\$ 2,923,049</b>	<b>\$ 3,064,204</b>	<b>\$</b>	<b>\$ 3,064,204</b>

	04/05	05/06	06/07
<b>STAFFING - FTE</b>	Budget	Budget	Budget
Utilities Operations Manager	0.5	0.5	0.5
Utilities Operator	0.5	0.5	0.5
Pump & Motor Technician	0.5	0.5	1.5
Crew Chief	0.5	0.5	1.5
Total for Program	2	2	4

**KEY PERFORMANCE INDICATORS:**

**Number of:**

	04/05	05/06	05/06	06/07
	Actual	Budget	Projections	Budget
Gallons treated (in millions)	2,995	3,200	2,820	3,200
Facility inspections	28,004	28,100	25,624	28,100
Service repairs	108	120	77	120
Preventive maintenance man-hours	829	1,100	727	1,100
Unauthorized discharges	10	13	6	10
Equivalent Single Family Connections	34,010	34,700	34,611	35,000

**Cost per:**

Million gallons treated*	\$ 1,037.09	\$ 840.72	\$ 1,030.05	\$ 957.56
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**Percent of:**

Maintenance programs completed	97%	100%	100%	100%
Average daily flow to permitted capacity	59%	<75%	55%	<75%

\* Capital and non-recurring expenses have been excluded from calculations.

## **CUSTOMER SERVICE**

### **SERVICES PROVIDED**

#### **Meter Reading**

Responsible for maintaining, repairing and upgrading all meters and meter boxes in the City's distribution system.

- Perform monthly reading of City's metered water accounts for billing purposes. Meter books for each cycle are assigned a standard time to complete. All metered accounts are read monthly.
- Change out approximately 1,900 meters per year to ensure accurate billing and keep billed versus produced water accountability within 10 percent. All meters to be replaced once every 12 years.

#### **Water Quality**

Collect bacteriological samples monthly for analysis and ensure proper feed rates of all chemical applications for drinking water.

- All bacteriological samples exceed standards for water quality maintenance.

#### **Customer Service**

Service repairs in this division are completed in situations where a minor leak has been discovered at or around the City's water meter. Read all meters monthly and respond to service requests. Report leaks detected at meter to facilitate repairs.

- Respond to all customer requests and repairs for service within the time standards established in the department's standard operating procedures.

#### **Water System Programs**

Collect information for the City's annual Consumer Confidence Report and administer the utilities backflow prevention program, meter testing program, corrosion protection program, water appreciation day, and water and wastewater quality sampling.

- Complete all testing and maintenance programs as scheduled.

#### **Preventive Maintenance**

Inspect, maintain and operate all of the fire hydrants in the City and assist with the distribution valve survey and sanitary sewer manhole survey.

- Hydrant maintenance is performed yearly on 2,900 fire hydrants within the City. The hydrant maintenance log is updated to reflect the date and type of maintenance completed. Every two years, each hydrant is repainted and color-coded to the water main size that feeds each hydrant.

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - UTILITIES**  
**CUSTOMER SERVICE - FIELD OPERATIONS - 501501**

	FY 04/05	FY 05/06	FY 05/06	FY 06/07	Program	FY 06/07
	Actual	Current	Projections	Base	Enhance-	Budget
		Budget		Budget	ments	
<b>EXPENSES</b>						
Personnel Services	\$ 287,244	\$ 326,584	\$ 327,557	\$ 350,143		\$ 350,143
Operations & Maintenance	453,150	591,547	578,981	624,757		624,757
Capital	14,335		12,953			
<b>TOTAL EXPENSES</b>	<b>\$ 754,729</b>	<b>\$ 918,131</b>	<b>\$ 919,491</b>	<b>\$ 974,900</b>		<b>\$ 974,900</b>

	04/05	05/06	06/07
<b>STAFFING - FTE</b>	Budget	Budget	Budget
Customer Services Supervisor	1		
Field Supervisor		1	1
Technician	4	4	4
Crew Chief	1	1	1
Water Quality Coordinator	1	1	1
Water Quality Technician		1	1
<b>Total for Program</b>	<b>7</b>	<b>8</b>	<b>8</b>

**KEY PERFORMANCE INDICATORS:**

<b>Number of:</b>	04/05	05/06	05/06	06/07
	Actual	Budget	Projections	Budget
Meter readings annually	259,539	258,300	276,464	277,500
Service calls completed	14,456	14,800	13,431	14,000
Wastewater samples collected	6,240	6,300	6,240	6,300
Facility inspections - industrial pretreatment	22	15	15	15
Bacteriological samples collected	1,006	1,000	1,121	1,100
Equivalent Single Family Connections	35,910	37,579	36,684	37,500

**Cost per:**

Meter reading*	\$ 2.61	\$ 3.53	\$ 3.26	\$ 3.48
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**Percent of:**

Accurate meter readings	99%	99%	99%	99%
Completion of PM programs - meter changeout	97%	100%	100%	100%
Completion of water programs - backflow prevention	96%	97%	96%	97%
Water samples exceeding water quality standards	100%	100%	100%	100%

\* Capital and non-recurring expenses have been excluded from calculations.

## **BILLING AND COLLECTIONS**

### **SERVICES PROVIDED**

#### **Utility Billing and Payments**

Bill and collect for water, wastewater, and solid waste services. Provide customers with quality and efficient service, while maximizing collection rate. Staff also processes new connections and disconnect requests.

#### **Centralized Collections**

Serves as centralized collections for all City departments and ensures accurate accumulation of funds are deposited daily.

#### **Miscellaneous Receivables**

Provides billing and collection of miscellaneous fees to properly account for and record revenue. Bill monthly or as needed, monitor aging of receivable and take appropriate action as required to collect revenues.

#### **Software Applications**

Manage four H.T.E. software applications, which include cash receipts, utilities, miscellaneous receivables, and property taxes.

#### **Reporting**

Prepare month end reports for management and various departments, including accounts receivable reconciliations, fire protection fees, franchise fees and water/wastewater consumption analysis.

#### **Landscape Cost Share Program**

The program qualifies customers for participation in the cost of the water necessary to maintain landscape quality in certain public right-of-ways. The participant provides the City with the actual square footage of the total area irrigated by each water meter and the City credits up to 19.13 gallons per square foot per year for areas eligible in the program.

### **SERVICE LEVEL STANDARDS**

- Maintain a high collection rate through thirteen cycles of billing, delinquent notices, and cut-off tags for each month.
- Payment is due upon receipt of bill. After a 20 day grace period a reminder notice is mailed and a 10% late fee is assessed. A courtesy tag is issued several days prior to cut-off. After the 30<sup>th</sup> day without payment, service is disconnected.
- Staff responds to all customer walk-ins, and inquires relative to billing and also responds via telephone, mail and internet in compliance with CAC standards.
- Daily cash reports and bank deposits are accurate and timely.
- Review cash reports from other departments daily for accurate processing of cash receipts.
- Fees billed include park rentals, park field lighting reimbursements, renewal of health permits, streetlights and drainage fees, transportation fees, connection fees, aviation hangar rentals, hazardous materials response, retiree and employee (COBRA) health premiums and alarm response calls.
- Manage H.T.E. upgrades, attend user group conferences to ensure staff is knowledgeable and utilize software to the fullest extent.
- Provides training on applications to other departments as necessary.
- All month-end reports prepared accurately and by the third business day of the month to assist other departments with month end closing and monthly financial reporting.
- Participants are accurately billed monthly for actual usage less 1/12 of the annual allowance. Consumption reports for 107 accounts in ten homeowners associations are recorded monthly.

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - UTILITIES**  
**BILLING & COLLECTIONS - 502001**

	FY 04/05	FY 05/06	FY 05/06	FY 06/07	Program	FY 06/07
	Actual	Current	Projections	Base	Enhance-ments	Budget
		Budget		Budget		
<b>EXPENSES</b>						
Personnel Services	\$ 412,060	\$ 509,407	\$ 516,968	\$ 529,456	\$	\$ 529,456
Operations & Maintenance	138,719	230,425	182,925	178,004		178,004
Capital	57,396					
<b>TOTAL EXPENSES</b>	<b>\$ 608,175</b>	<b>\$ 739,832</b>	<b>\$ 699,893</b>	<b>\$ 707,460</b>	<b>\$</b>	<b>\$ 707,460</b>

	04/05	05/06	06/07
	Budget	Budget	Budget
<b>STAFFING - FTE</b>			
Revenue Director	1		
Revenue Manager	1		
Treasury Manager		1	1
Customer Service Supervisor		1	
Treasury System Support Specialist			1
Billing & Collections Supervisor		1	1
Billing/Collections Specialist II	2	2	2
Billing/Collections Specialist I			1
Customer Service Representative	1	1	1
Senior Accountant	1		
Senior Collection Teller			0.5
Collection Teller	3	3	3
<b>Total for Program</b>	<b>9</b>	<b>9</b>	<b>10.5</b>

**KEY PERFORMANCE INDICATORS:**

**Number of:**

	04/05	05/06	05/06	06/07
	Actual	Budget	Projections	Budget
Utility billings/processed	291,538	296,536	283,855	289,560
Payments processed:				
Mail and walk-ins	212,642	214,963	228,001	234,000
Internet/on-line and telephone	10,640	10,591	14,166	15,000
Automatic payment processing (bank draft)	40,380	40,649	39,656	40,000
Customers assisted through counter and telephone	63,906	68,222	54,874	56,000

**Cost per:**

Billing and collections*	\$ 0.99	\$ 1.31	\$ 1.23	\$ 1.22
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**Percent of:**

Collection ratio	99.5%	99%	99%	99%
Billing accuracy ratio	99.8%	99%	99%	99%
Erroneous billing resolved in 5 business days	100%	100%	100%	100%

\* Capital and non-recurring expenditures have been excluded from calculations.

**ENTERPRISE FUND - UTILITIES****OTHER REQUIREMENTS - 502501**

	FY 04/05	FY 05/06	FY 05/06	FY 06/07	Program	FY 06/07
	Actual	Current	Projections	Base	Enhance- ments	Budget
		Budget		Budget		
<b>EXPENSES</b>						
Debt Service	\$ 2,312,488	\$ 3,804,259	\$ 3,735,189	\$ 4,146,213	\$	\$ 4,146,213
Other Requirements	46,039	118,345	67,800	68,970		68,970
Transfers	5,342,910	6,376,547	6,544,725	7,273,467		7,273,467
<b>TOTAL EXPENSES</b>	<b>\$ 7,701,437</b>	<b>\$ 10,299,151</b>	<b>\$ 10,347,714</b>	<b>\$ 11,488,650</b>	<b>\$</b>	<b>\$ 11,488,650</b>

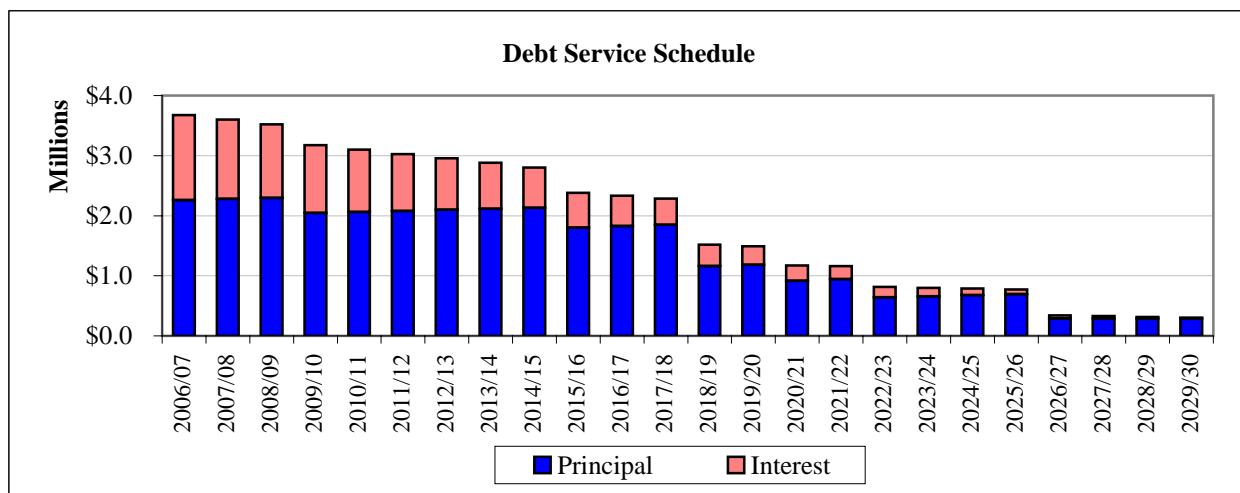
ENTERPRISE - UTILITY  
WATERWORKS AND SEWER SYSTEM  
TOTAL DEBT SERVICE OUTSTANDING\*

Due During FY Ending September 30	Principal	Interest	Total
2006/07	2,260,000	1,412,483	3,672,483
2007/08	2,280,000	1,319,533	3,599,533
2008/09	2,295,000	1,225,270	3,520,270
2009/10	2,045,000	1,128,067	3,173,067
2010/11	2,060,000	1,040,059	3,100,059
2011/12	2,075,000	949,439	3,024,439
2012/13	2,100,000	857,055	2,957,055
2013/14	2,115,000	765,768	2,880,768
2014/15	2,130,000	673,353	2,803,353
2015/16	1,800,000	582,689	2,382,689
2016/17	1,825,000	508,814	2,333,814
2017/18	1,850,000	433,567	2,283,567
2018/19	1,160,000	355,934	1,515,934
2019/20	1,185,000	307,605	1,492,605
2020/21	915,000	255,180	1,170,180
2021/22	945,000	214,735	1,159,735
2022/23	640,000	172,868	812,868
2023/24	655,000	144,068	799,068
2024/25	675,000	114,410	789,410
2025/26	690,000	83,650	773,650
2026/27	290,000	52,200	342,200
2027/28	290,000	39,150	329,150
2028/29	290,000	26,100	316,100
2029/30	290,000	13,050	303,050
<b>TOTALS</b>	<b>\$32,860,000</b>	<b>\$12,675,045</b>	<b>\$45,535,045</b>

Total principal outstanding is comprised of eight issues and all current debt matures by 2030.

Series	Amount Outstanding	Maturity
Refunding 1997	\$1,680,000	2012
City System 1997	2,630,000	2018
Regional 1997	2,965,000	2018
Refunding 1999	4,465,000	2015
Series 2002	2,680,000	2022
Series 2002A	1,235,000	2022
Series 2005	11,795,000	2030
Series 2006	5,410,000	2026
	<u><u>\$32,860,000</u></u>	

\* Does not include anticipated issuance of new debt.



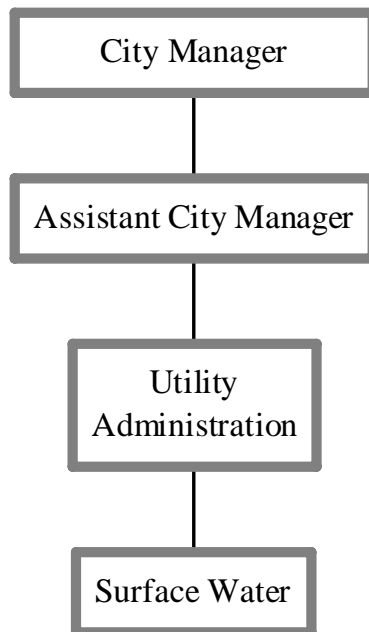




# UTILITIES - SURFACE WATER

## Mission

*The Utilities Department takes pride in providing a safe, dependable and effective public utility infrastructure, rendering a diverse group of services to the citizenry in a responsive, efficient and cost effective manner with a customer oriented approach that reflects the City's tradition of excellence.*



## **ENTERPRISE FUND – SURFACE WATER**

The Surface Water Fund was created in fiscal year 2005/06 and is funded through a \$0.25 per 1,000 gallons produced, funded within the City's current water rate for City customers, and an equivalent surface water fee charged to MUD's in our extraterritorial jurisdiction that elect to participate in the City's groundwater reduction plan. The Surface Water Fund will account for all operating and capital improvement activities related to the City's required conversion to surface water. Additional surface water fees are not anticipated for several years, closer to the time when the City is required to be 30% converted to surface water.

### Fiscal Year 2005/06

Total operating revenues for fiscal year 2005/06 are projected to be \$909,340. Revenues from ETJ surface water fees are projected at \$228,750 and are based on water pumped at \$0.25 per 1,000 gallons. An operating transfer of \$680,000 from the Utility Fund is projected and based on anticipated gallons pumped at \$0.25 per 1,000 gallons. Interest income is projected at \$590.

Operating expenses are projected to be \$251,552 and include personnel expenses of \$60,852 and \$190,700 for operations and maintenance, including payment on contracts for surface water rights.

Capital projects total \$266,610 for three projects budgeted in 2005/06. A transfer of \$55,250 to the drainage capital projects fund is projected, based on terms of a contract with WCID#1 approved by City Council in April 2006.

Ending balance at 9/30/06 is projected to be \$335,928. The Surface Water Fund has no minimum balance per policy.

### Fiscal Year 2006/07

Total operating revenues for fiscal year 2006/07 are estimated at \$1,735,672. ETJ surface water fees of \$457,500 are based on estimated pumpage at a fee of \$0.25 per 1,000 gallons. An operating transfer of \$1,250,000 from the Utility Fund is also based on estimated pumpage at \$0.25 per 1,000 gallons. Interest income is budgeted at \$28,172.

Operating expenses total \$348,740 and include personnel expenses for the development and implementation of the City's required conversion to surface water and \$285,245 for operations and maintenance, including water rights acquisition.

The Surface Water Fund will allocate \$600,000 which will be used to evaluate and implement non-potable water opportunities. The fund also includes a transfer to the drainage capital projects fund of \$110,500 based on anticipated payments due under the WCID#1 surface water agreement.

Ending balance at 9/30/07 is estimated to be \$1,012,360, which is an increase of \$676,432 over beginning balance.

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - SURFACE WATER**  
**INCOME STATEMENT**

	FY 04/05 Actual	FY 05/06 Current Budget	FY 05/06 Projections	FY 06/07 Budget	Program Enhance- ments	FY 06/07 Budget
<b>OPERATING REVENUES</b>						
Surface Water Fee - ETJ		\$ 228,750	\$ 228,750	\$ 457,500		\$ 457,500
Interest Income		590	590	28,172		28,172
Operating Transfer In		511,822	680,000	1,250,000		1,250,000
<b>TOTAL OPERATING REVENUES</b>		<b>741,162</b>	<b>909,340</b>	<b>1,735,672</b>		<b>1,735,672</b>
<b>OPERATING EXPENSES</b>						
Personnel Services		58,770	60,852	63,495		63,495
Operations & Maintenance Capital		314,995	190,700	285,245		285,245
<b>TOTAL OPERATING EXPENSES</b>		<b>373,765</b>	<b>251,552</b>	<b>348,740</b>		<b>348,740</b>
<b>OPERATING INCOME</b>		<b>367,397</b>	<b>657,788</b>	<b>1,386,932</b>		<b>1,386,932</b>
<b>OTHER SOURCES AND USES</b>						
Capital Projects		(266,610)	(266,610)	(600,000)		(600,000)
Transfer Out		(55,250)	(55,250)	(110,500)		(110,500)
<b>TOTAL OTHER SOURCES/USES</b>		<b>(321,860)</b>	<b>(321,860)</b>	<b>(710,500)</b>		<b>(710,500)</b>
<b>NET INCOME (LOSS)</b>		<b>45,537</b>	<b>335,928</b>	<b>676,432</b>		<b>676,432</b>
<b>CASH EQUIVALENTS BEGINNING</b>				<b>335,928</b>		<b>335,928</b>
<b>CASH EQUIVALENTS ENDING</b>		<b>\$ 45,537</b>	<b>\$ 335,928</b>	<b>\$ 1,012,360</b>		<b>\$ 1,012,360</b>

## **SURFACE WATER**

### **SERVICES PROVIDED**

#### **Groundwater Reduction Plan (GRP) Coordination**

Responsible for guiding the groundwater reduction plan process under which the City must file a report with the Fort Bend Subsidence District indicating how the City will convert to 30% surface water in 2013, and 60% in 2025. This includes coordinating all related studies for the surface water conversion process, acting as a liaison between the City, Fort Bend Subsidence District, and other regulatory and supply entities, supporting the efforts of the City's annexation process as they relate to securing decisions for the GRP Roster, and overseeing the production of the actual plan to be filed.

#### **Surface Water Conversion**

Based on the mandated surface water conversion, responsible for coordinating the identification, pursuit, acquisition and implementation of alternatives to groundwater sources, including but not limited to surface water, effluent reuse, conservation, and direct reuse projects. This service also entails identifying potential projects that could reduce costs for primary surface water conversion options, implementing programs to reduce potable water use by users who could be served by non-potable sources, and working to convert non-municipal groundwater users to surface water.

### **SERVICE LEVEL STANDARDS**

- Potential ETJ participants in the GRP must be included on the roster via accompanying Strategic Partnership Agreement. Any other potential participants will be identified and included before the January 2008 deadline. The final GRP will be submitted by January 2008. All regulatory mandates will be met by or before their respective deadlines.
- The City will convert to surface water supply for 30% of total water production by 2013. All opportunities to reduce the cost of the surface water transition process will be pursued.

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND-SURFACE WATER**  
**SURFACE WATER - 530101**

	FY 04/05	FY 05/06	FY 05/06	FY 06/07	Program	FY 06/07
	Actual	Current	Projections	Base	Enhance- ments	Budget
		Budget		Budget		
<b>EXPENSES</b>						
Personnel Services	\$	\$ 58,770	\$ 60,852	\$ 63,495	\$	\$ 63,495
Operations & Maintenance		314,995	190,700	285,245		285,245
Capital						
<b>TOTAL EXPENSES</b>	<b>\$</b>	<b>\$ 373,765</b>	<b>\$ 251,552</b>	<b>\$ 348,740</b>	<b>\$</b>	<b>\$ 348,740</b>

	04/05	05/06	06/07
	Budget	Budget	Budget
<b>STAFFING - FTE</b>			
Water Resources Manager		1	1
Total for Program		1	1

**KEY PERFORMANCE INDICATORS:**

**Number of:**

	04/05	05/06	05/06	06/07
	Actual	Budget	Projections	Budget
Overconversion/early conversion credits accumulated		250,000	0	500,000
Gallons of non-potable water used				500,000

**Percent of:**

Completed Ground Water Reduction Plan participation agreements		50%	5%	100%
Final raw surface water supply obtained/accounted for		75%	75%	90%
Ground Water Plan Completed				100%



# AIRPORT

## Mission

*The mission of the Sugar Land Regional Airport is to develop the safest, most well-planned reliever airport within the Houston Metropolitan area. To provide an upscale destination that will create a lasting impression through superior services, facilities and state of the art technology, while being a valued neighbor and financially successful.*



## **ENTERPRISE FUND – AIRPORT**

The City of Sugar Land owns and operates a general aviation airport, Sugar Land Regional Airport, which is self-supporting through user charges. The airport is home to 170 aircraft and expects to sell an average of 218,812 gallons of fuel per month during fiscal year 2006/07. The airport serves as the fixed based operator by providing fuel and general aviation customer services. The appeal of the Sugar Land airport is multi-faceted. At a full 8,000 feet, the all-weather, fully instrumented runway is longer than those available at Houston Hobby Airport. Pilots are also attracted by the FAA approved control tower and radar capabilities. A new 20,000 square foot terminal opened in 2006, offering top of the line services to pilots and customers including meeting rooms and U.S. Customs service.

### **Fiscal Year 2005/06**

Operating revenues for fiscal year 2005/06 are projected to be \$9,613,033. This is an increase of 25.7% over fiscal year 2004/05, and 26.8% greater than budget. The projected 2.39 million gallons of fuel sold is 11.5% more than last year, and the revenue is expected to be 31% greater due to higher fuel cost, a change in the mix of fuel sold under various discount programs and a 5 cent per gallon increase in markup implemented during the year.

Total operating expenses for fiscal year 2005/06 are projected to be \$8,230,418, which is a 38.2% increase over fiscal year 2004/05 and 30.1%, or \$1,905,991 higher than budget. The increase in projections over budget is due to much higher cost of fuel and associated credit card fees, which are offset by higher revenues.

Other Financing Uses and Sources represent grant and bond proceeds, debt service, and airport development projects. Development projects include the completion of the new terminal, a 27,000 square yard concrete apron and taxiways adjacent to the new terminal and general aviation complex. Also included are the design of approximately 100 new T-hangars as well as design and construction of a permanent U.S. Customs facility.

Ending cash equivalent balance at 9/30/06 is projected to be \$1,333,545, \$146,373 greater than budget, due to higher interest income and lease and rental revenues.

### **Fiscal Year 2006/07**

Operating revenues for fiscal year 2006/07 total \$11,743,918, which is 54.9% greater than the fiscal year 2005/06 budget and 22.2% greater than projections. Fuel revenues for fiscal year 2006/07 exhibit a 26.6% increase over fiscal year 2005/06 projections due to anticipation of an additional 238,704 gallons sold and an increase in price per gallon sold. Lease revenues are also expected to increase in fiscal year 2006/07 due to additional commercial lease revenues from sites within the new terminal and from the leasing of space within the old terminal. Operating transfers in of \$154,752 represents transfers from the General Fund and Debt Service Fund in an amount equal to the estimated property taxes collected on taxable value at the airport, up 12.1% from \$138,024 projected for fiscal year 2005/06.

Recurring operating expenses are estimated at \$10,378,506, a 66.3% increase over the fiscal year 2005/06 original budget. The majority of the increase can be attributed to the increase in fuel cost and associated credit card fees; other factors include higher electricity costs and the addition of 2 positions; a Business Manager and a FBO Manager. Non-recurring expenses of \$68,295 include a mower for maintaining the runway and taxiway safety areas, a courtesy cart and baggage trailer to accommodate increased traffic and larger ramp area, replacement of a tug engine, security upgrades, and a generator to power the fuel farm in the event of a power outage.

Airport development projects total \$3,035,000 and will fund construction of 100 new T-Hangars in the new General Aviation complex. The T-hangars will be funded through the issuance of Certificates of Obligation, which will be repaid by airport revenues.

Operating transfers out represent a transfer to the General Fund for administrative overhead, and transfers to the Fleet and High Tech Replacement Funds, based on calculated contributions. Debt service requirements for fiscal year 2006/07 are \$693,839 excluding new debt to be issued, plus \$21,311 in interest on a loan from the Sugar Land Development Corporation.

Net income for fiscal year 2006/07 is estimated at \$362,463. After \$161,997 in principal payment to the Sugar Land Development Corporation for capital improvements, cash equivalent balance at 9/30/07 is expected to be \$1,534,011, \$274,261 higher than the fiscal year 2005/06 projected ending cash equivalent balance.



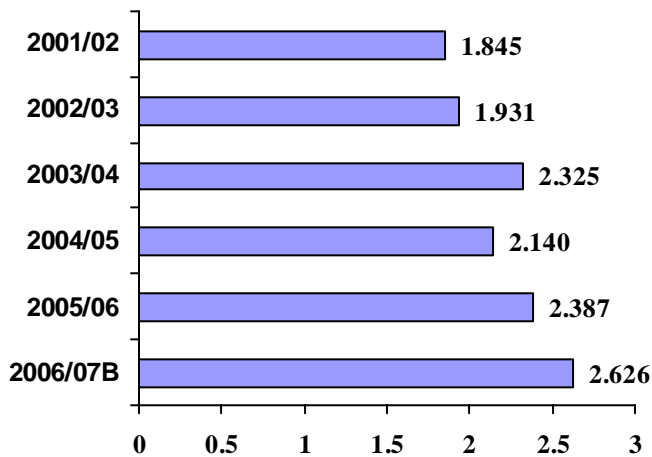
## FINANCIAL ANALYSIS

As the airport is intended to be financially independent and self-supporting, financial ratios are used to analyze financial position and operating results. A comparison based on fiscal year 2005/06 projections and fiscal year 2006/07 amounts is shown below.

	<u>FY 05/06 P</u>	<u>FY 06/07 B</u>
Bond coverage	2.04	1.53
Cash reserve ratio	16%	15%

Cash reserve ratio of 15% in fiscal year 2006/07 is equal to the targeted minimum of 15%. Bond coverage ratios for both fiscal years 2005/06 and 2006/07 are above the 1.25 target.

### GALLONS SOLD - in millions



Aviation fuel gallons sold per year have increased 781,000 gallons or 42.3% since 2001/02 as the aviation community has recognized Sugar Land as a great place to land and base, not only for the convenience as a point of entry to the greater Houston area, but also for the quality of service.

Fuel sales are anticipated to continue increasing as word spreads regarding the exceptional facilities and services offered by the airport, most notably the new terminal and U.S. Customs service.

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - AIRPORT**  
**INCOME STATEMENT**

	FY 04/05 Actual	FY 05/06 Current Budget	FY 05/06 Projections	FY 06/07 Base Budget	Program Enhance- ments	FY 06/07 Budget
<b>OPERATING REVENUES:</b>						
Fuel Sales	\$ 6,344,948	\$ 6,444,352	\$ 8,314,238	\$ 10,522,975	\$	\$ 10,522,975
Hangar Leases	694,488	689,967	743,349	763,229		763,229
Miscellaneous Revenues	361,067	308,753	417,422	302,962		302,962
Operating Transfers In	249,987	138,024	138,024	154,752		154,752
<b>TOTAL OPERATING REVENUES</b>	<b>7,650,490</b>	<b>7,581,096</b>	<b>9,613,033</b>	<b>11,743,918</b>		<b>11,743,918</b>
<b>OPERATING EXPENSES:</b>						
Administration	421,471	767,187	777,976	795,516	21,000	816,516
FBO Services	5,078,577	5,000,844	6,892,032	8,879,706	13,000	8,892,706
US Customs	52,283	166,996	190,196	166,996		166,996
Maintenance and Operations	286,192	374,400	355,214	515,788	39,795	555,583
Airport Development	118,672	15,000	15,000	15,000		15,000
<b>TOTAL OPERATING EXPENSES</b>	<b>5,957,195</b>	<b>6,324,427</b>	<b>8,230,418</b>	<b>10,373,006</b>	<b>73,795</b>	<b>10,446,801</b>
<b>OPERATING INCOME</b>	<b>1,693,296</b>	<b>1,256,669</b>	<b>1,382,615</b>	<b>1,370,912</b>	<b>(73,795)</b>	<b>1,297,117</b>
<b>OTHER FINANCING USES AND SOURCES:</b>						
Grant Proceeds	813,985	180,000	180,000	200,000		200,000
Bond Proceeds	7,410,000			3,085,000		3,085,000
Other Financing Sources	207,209	-	-			
Airport Development Projects	(3,720,282)	(5,281,467)	(5,281,467)	(3,035,000)		(3,035,000)
Other Requirements	(607,386)	(821,138)	(800,711)	(822,150)		(822,150)
Operating Transfers Out	(360,647)	(356,257)	(356,257)	(362,504)		(362,504)
<b>TOTAL OTHER USES/SOURCES</b>	<b>3,742,878</b>	<b>(6,278,862)</b>	<b>(6,258,435)</b>	<b>(934,654)</b>		<b>(934,654)</b>
<b>NET INCOME (LOSS)</b>	<b>5,436,173</b>	<b>(5,022,193)</b>	<b>(4,875,820)</b>	<b>436,258</b>	<b>(73,795)</b>	<b>362,463</b>
<b>CASH EQUIVALENTS BEGINNING</b>	<b>1,078,921</b>	<b>6,365,195</b>	<b>6,365,195</b>	<b>1,333,545</b>		<b>1,333,545</b>
Repayment to SLDC	(149,900)	(155,830)	(155,830)	(161,997)		(161,997)
<b>CASH EQUIVALENTS ENDING</b>	<b>\$ 6,365,195</b>	<b>\$ 1,187,172</b>	<b>\$ 1,333,545</b>	<b>\$ 1,607,806</b>	<b>\$</b>	<b>\$ 1,534,011</b>
<b>CASH EQUIVALENTS RESERVE RATIO</b>	<b>112%</b>	<b>19%</b>	<b>16%</b>	<b>16%</b>		<b>15%</b>
<b>BOND COVERAGE</b>	<b>2.54</b>	<b>1.86</b>	<b>2.04</b>	<b>1.54</b>		<b>1.53</b>
<b>GALLONS SOLD</b>	<b>2,140,159</b>	<b>2,100,000</b>	<b>2,387,037</b>	<b>2,625,741</b>		<b>2,625,741</b>
Operating Revenue per Gallon Sold	\$ 3.57	\$ 3.61	\$ 4.03	\$ 4.47		\$ 4.47
Operating Expenditure per Gallon Sold	\$ 2.78	\$ 3.01	\$ 3.45	\$ 3.95		\$ 3.98

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - AIRPORT**

**SUMMARY BY PROGRAM**

	FY 04/05	FY 05/06	FY 05/06	FY 06/07	Program	FY 06/07
	Actual	Current	Projections	Base	Enhance-ments	Budget
		Budget		Budget		
<b>EXPENSES:</b>						
Administration	\$ 421,471	\$ 767,187	\$ 777,976	\$ 795,516	\$ 21,000	\$ 816,516
FBO Services	5,078,577	5,000,844	6,892,032	8,879,706	13,000	8,892,706
US Customs	52,283	166,996	190,196	166,996		166,996
Maintenance and Operations	286,192	374,400	355,214	515,788	39,795	555,583
Airport Development	3,838,954	5,296,467	5,296,467	3,050,000		3,050,000
<b>TOTAL</b>	<b>9,677,477</b>	<b>11,605,894</b>	<b>13,511,885</b>	<b>13,408,006</b>	<b>73,795</b>	<b>13,481,801</b>
Other Requirements	968,033	1,177,395	1,156,968	1,184,654		1,184,654
<b>TOTAL EXPENSES</b>	<b>\$ 10,645,510</b>	<b>\$ 12,783,289</b>	<b>\$ 14,668,853</b>	<b>\$ 14,592,660</b>	<b>\$ 73,795</b>	<b>\$ 14,666,455</b>

**SUMMARY BY TYPE**

	FY 04/05	FY 05/06	FY 05/06	FY 06/07	Program	FY 06/07
	Actual	Current	Projections	Base	Enhance-ments	Budget
		Budget		Budget		
<b>EXPENSES:</b>						
Personnel Services	\$ 1,039,903	\$ 1,252,212	\$ 1,252,212	\$ 1,457,009	\$	\$ 1,457,009
Operations & Maintenance	4,806,844	5,050,485	6,956,476	8,910,997	21,000	8,931,997
Capital	110,448	21,730	21,730	5,000	52,795	57,795
<b>TOTAL OPERATING</b>	<b>5,957,195</b>	<b>6,324,427</b>	<b>8,230,418</b>	<b>10,373,006</b>	<b>73,795</b>	<b>10,446,801</b>
Capital Improvements	3,720,282	5,281,467	5,281,467	3,035,000		3,035,000
Other Requirements	968,033	1,177,395	1,156,968	1,184,654		1,184,654
<b>TOTAL EXPENSES</b>	<b>\$ 10,645,510</b>	<b>\$ 12,783,289</b>	<b>\$ 14,668,853</b>	<b>\$ 14,592,660</b>	<b>\$ 73,795</b>	<b>\$ 14,666,455</b>

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - AIRPORT**  
**SCHEDULE OF REVENUES AND OTHER SOURCES**

	FY 04/05 Actual	FY 05/06 Current Budget	FY 05/06 Projections	FY 06/07 Base Budget	Program Enhance- ments	FY 06/07 Budget
<b>REVENUES:</b>						
Fuel Sales - Aviation	\$ 6,292,748	\$ 6,444,152	\$ 8,314,038	\$10,522,775		\$ 10,522,775
Other	112	200	200	200		200
Fuel Sales - Discounts	52,088					
Total Fuel Sales	6,344,948	6,444,352	8,314,238	10,522,975		10,522,975
Lease/Rental						
Short Term Land Lease	1,600	1,800	1,800	1,800		1,800
Long Term Land Lease	113,987	112,674	112,674	112,674		112,674
Long Term Hangar Lease	35,520	35,520	35,520	35,520		35,520
Corporate Hangar (I) Lease	122,208	114,804	136,920	136,920		136,920
Corporate Hangar (II) Lease	87,675	87,675	87,675	87,675		87,675
Short Term Hangar Lease	89,020	72,540	81,780	82,000		82,000
T - Hangar Rental	213,594	210,768	241,800	241,800		241,800
Leased Premises	19,846	43,536	35,000	56,340		56,340
Penalties	888	500	2,300	500		500
Tie Down	10,150	10,150	7,880	8,000		8,000
Total Lease/Rental	694,488	689,967	743,349	763,229		763,229
<b>TOTAL FUEL/RENTAL REVENUE</b>	<b>7,039,436</b>	<b>7,134,319</b>	<b>9,057,587</b>	<b>11,286,204</b>		<b>11,286,204</b>
<b>OTHER REVENUES:</b>						
Customs	48,249	132,000	133,696	18,000		18,000
Jet Fuel Additive - Prist	20,468	21,000	21,000	21,000		21,000
Reimbursements	95,748		53,996	59,396		59,396
Rental Cars	6,413	8,000	13,000	15,000		15,000
Catering	53,028	53,000	53,000	55,000		55,000
Royalties - Mineral	2,141	2,316	2,316	2,316		2,316
Miscellaneous	29,056	22,000	34,000	32,250		32,250
Total Miscellaneous	255,102	238,316	311,008	202,962		202,962
Interest Income	105,965	70,437	106,414	100,000		100,000
Transfers In- Property Tax	249,987	138,024	138,024	154,752		154,752
<b>TOTAL OPERATING REVENUE</b>	<b>7,650,490</b>	<b>7,581,096</b>	<b>9,613,033</b>	<b>11,743,918</b>		<b>11,743,918</b>
Other Financing Sources:						
RAMP Grant	17,921	30,000	30,000	50,000		50,000
Bond Proceeds	7,410,000			3,085,000		3,085,000
TxDOT/FAA Grants	796,064	150,000	150,000	150,000		150,000
Transfer from General Fund	91,699					
Transfer from SLDC	57,755					
Transfer from SL4B	57,755					
<b>TOTAL OTHER REVENUES</b>	<b>8,431,194</b>	<b>180,000</b>	<b>180,000</b>	<b>3,285,000</b>		<b>3,285,000</b>
<b>TOTAL REVENUES</b>	<b>\$16,081,683</b>	<b>\$ 7,761,096</b>	<b>\$ 9,793,033</b>	<b>\$ 15,028,918</b>	<b>\$</b>	<b>\$ 15,028,918</b>

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - AIRPORT**  
**SUMMARY SCHEDULE OF REVENUES**

	FY 04/05	FY 05/06	FY 05/06	FY 06/07	Program	FY 06/07
	Actual	Current	Projections	Base	Enhance- ments	Budget
		Budget		Budget		
<b>REVENUES</b>						
Fuel Sales	\$ 6,344,948	\$ 6,444,352	\$ 8,314,238	\$ 10,522,975	\$	\$ 10,522,975
Lease/Rental	694,488	689,967	743,349	763,229		763,229
Miscellaneous	255,102	238,316	311,008	202,962		202,962
Interest Income	105,965	70,437	106,414	100,000		100,000
Grant Proceeds & Other	1,271,180	318,024	318,024	3,439,752		3,439,752
<b>TOTAL REVENUES</b>	<b>\$ 8,671,683</b>	<b>\$ 7,761,096</b>	<b>\$ 9,793,033</b>	<b>\$ 15,028,918</b>	<b>\$</b>	<b>\$ 15,028,918</b>

## ADMINISTRATION

### SERVICES PROVIDED

#### Airport Business Plan

Review business plan annually, and update every five years. Implement the goals of the airport business plan for the development of the airport as a corporate business airport that also serves the general aviation needs of the community.

#### Compliance & Safety

Ensure the airport operates in compliance with FAA grant assurances, federal, state and local regulations including EPA and TCEQ.

#### Community Relations

Hold annual tenant meetings, host Fort Bend Chamber “Network Nites” annually, host one non-profit community based organization for annual fund- raiser.

#### Marketing

Market new lease sites, and airport in general to attract new business. Update web page each quarter, advertise annually in FBO guide, and participate annually in NBAA Conference. Attract new business through the marketing of new lease sites and hangars as they become available.

#### Long Range Planning

Work closely with TxDOT Aviation Division and FAA for planning and funding of airport development, in accordance with Airport Business Plan and Airport Layout Plan (ALP). Provide leadership in the long range planning of the airport through the master planning process and ALP update.

#### Personnel Management

Hold weekly staff meetings with management personnel to monitor and manage airport personnel and address personnel issues.

#### Enterprise Fund Management

Efficient and prudent management of airport financial operations. Time expenditures to match revenues, and manage capital improvements within available resources.

### SERVICE LEVEL STANDARDS

- Airport business plan is consistent with the City’s goals and is feasible according to the five-year financial forecast for the airport.
- Ensure full compliance with airport FAA and TxDOT certification inspections. Respond to FAA, EPA, and TCEQ inspection “out of compliance” items within 30 days and comply within 90 days.
- Provide meeting space for monthly FAA safety meeting.
- Aviation Director to speak at local club luncheons twice a year, or as invited, to promote Airport.
- Ensure that all programs fully comply with federal, state and local regulations within guidelines established by agencies, to ensure eligibility for future available funding.
- Aviation Director interprets and enforces City policies. Hire and maintain quality individuals to serve airport customers. Provide job-specific training opportunities for all staff.
- Bond coverage and cash reserve meet target ratio. All projects in five-year CIP funded within constraints of the five-year forecast.

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - AIRPORT**  
**ADMINISTRATION - 605201**

	FY 04/05	FY 05/06	FY 05/06	FY 06/07	Program	FY 06/07
	Actual	Current	Projections	Base	Enhance- ments	Budget
		Budget		Budget		
<b>EXPENSES:</b>						
Personnel Services	\$ 275,922	\$ 316,800	\$ 316,800	\$ 308,664	\$	\$ 308,664
Operations & Maintenance	145,549	443,606	454,395	486,852	21,000	507,852
Capital		6,781	6,781			
<b>TOTAL EXPENSES</b>	<b>\$ 421,471</b>	<b>\$ 767,187</b>	<b>\$ 777,976</b>	<b>\$ 795,516</b>	<b>\$ 21,000</b>	<b>\$ 816,516</b>

	04/05	05/06	06/07
	Budget	Budget	Budget
<b>STAFFING - FTE</b>			
Aviation Director	1	1	1
Assistant Aviation Director	1	1	
Administrative Project Manager	1		
Business Manager			1
Airport Development Manager		1	1
Administrative Secretary	1	1	1
Executive Secretary		1	1
Total for Program	4	5	5

**KEY PERFORMANCE INDICATORS**

**Number of:**

	04/05	05/06	05/06	06/07
	Actual	Budget	Projections	Budget
State/Federal inspections	4	4	4	1
SW3P compliance inspections	4	4	4	4
New businesses	0	4	1	2

**Ratios:**

Bond Coverage	2.54	1.86	2.04	1.53
Cash Reserve	12%	19%	16%	15%

**Percent of:**

Compliance with regulations	100%	100%	100%	100%
Certification inspections	100%	100%	100%	100%

## **FBO SERVICES**

### **SERVICES PROVIDED**

#### **Line Services**

Provide safe and exceptional FBO services to our based and transient customers through the extensive experience of our Line Crew Technicians. These line services include initial customer contact to establish and carry out customer requests, safe fuel services, customer relations, professional marshaling of all aircraft in and out of the terminal ramp area, towing of aircraft, luggage handling and an entire array of services to the customer that exceed the customer's expectations.

#### **Customer Services**

Professional Airport Service Representatives, using the concierge approach, deliver an array of services. Services include accurate and timely handling of customer invoices, requests for services, telephone contacts, hotel and food reservations, rental car requests and catering orders.

#### **Safety and Training**

All airport personnel will receive annual training appropriate to their job functions and responsibilities to comply with industry standards for safety.

#### **Lease Management**

All airport property will be handled with a minimum month-to-month lease and will be under the direction of the FBO Manager.

### **SERVICE LEVEL STANDARDS**

- Maintain refuelers and fuel storage facility within full capacity compliance of NATA Safety First Certification standards and ChevronTexaco stringent compliance requirements. Hours of operation are 5:00 a.m. to 11:00 p.m., 7 days per week.
- Maintain good to excellent customer satisfaction rating utilizing customer comment cards and transient pilot logs. Five full-time and one part-time Airport Service Representatives and an Airport Services Manager are employed for accurate reporting of fuel sales, cash and credit card transactions, miscellaneous sales and discount fuel programs. Hours of Customer Service operation are 7:00 a.m. to 9:00 p.m., 7 days per week.
- All Line Crew Technicians shall review and pass annual testing for the NATA Safety First Program.
- Hangar occupancy is fully maintained at capacity.



**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - AIRPORT**  
**FBO SERVICES - 605202**

	FY 04/05	FY 05/06	FY 05/06	FY 06/07	Program	FY 06/07
	Actual	Current	Projections	Base	Enhance-ments	Budget
		Budget		Budget		
<b>EXPENSES:</b>						
Personnel Services	\$ 631,192	\$ 780,502	\$ 780,502	\$ 890,875	\$	\$ 890,875
Operations & Maintenance	4,444,181	4,220,342	6,111,530	7,983,831		7,983,831
Capital	3,205			5,000	13,000	18,000
<b>TOTAL EXPENSES</b>	<b>\$ 5,078,577</b>	<b>\$ 5,000,844</b>	<b>\$ 6,892,032</b>	<b>\$ 8,879,706</b>	<b>\$ 13,000</b>	<b>\$ 8,892,706</b>

	04/05	05/06	06/07
<b>STAFFING - FTE</b>	Budget	Budget	Budget
FBO Manager			1
Airport Services Manager	1	1	1
Airport Services Rep.	3	4.5	4.5
Sr. Airport Services Rep.	1	1	1
Crew Supervisor	2	2	2
Flight Line Crew	10	10	10
Total for Program	17	18.5	19.5

**KEY PERFORMANCE INDICATORS**

**Number of:**

	04/05	05/06	05/06	06/07
	Actual	Budget	Projections	Budget
Gallons sold	2,140,159	2,100,000	2,387,037	2,625,741
Aircraft fueled	12,272	12,500	13,696	13,700

**Cost per:**

Aircraft fueled *	\$ 413.57	\$ 709.98	\$ 503.21	\$ 647.79
Gallon of fuel sold *	\$ 2.37	\$ 4.23	\$ 2.89	\$ 3.38

**Percent of:**

Service rated good to excellent	98%	95%	100%	95%
Hangar occupancy	100%	100%	100%	100%
Accuracy in cash receipt reporting	91%	95%	91%	95%
NATA Certification		100%	100%	100%

\* Excludes capital and non-recurring expenses

## **U.S. CUSTOMS**

### **SERVICES PROVIDED**

#### **U.S. Customs Service**

All international aircraft, passengers and luggage arriving at Sugar Land Regional Airport will be cleared through U.S. Customs. Services are billed by U.S. Customs to the City quarterly.

#### **U.S. Customs Facilities**

Provide facilities for use by the U.S. Customs official with all necessary office and communication equipment.

### **SERVICE LEVEL STANDARDS**

- Operating hours 40 hours per week, 8:30 – 5:00 Monday through Friday.
- Customs officials are available for aircraft clearance outside normal operating hours with prior arrangement, at overtime rates billed to the customer.
- Customers pay for use of U.S. Customs based on an approved fee schedule.
- Construct and provide a permanent facility for U.S. Customs on the terminal ramp to replace the temporary office space.

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - AIRPORT**  
**U.S. CUSTOMS - 605207**

		FY 05/06		FY 06/07	Program	
	FY 04/05	Current	FY 05/06	Base	Enhance-	FY 06/07
	Actual	Budget	Projections	Budget	ments	Budget
<b>EXPENSES:</b>						
Personnel Services	\$	\$	\$	\$	\$	\$
Operations & Maintenance	52,283	166,996	190,196	166,996		166,996
Capital						
<b>TOTAL EXPENSES</b>	<b>\$</b>	<b>\$52,283</b>	<b>\$</b>	<b>166,996</b>	<b>\$</b>	<b>166,996</b>

**KEY PERFORMANCE INDICATORS**

**Number of:**

	04/05	05/06	05/06	06/07
	Actual	Budget	Projections	Budget
Aircraft cleared by Customs	31	100	73	100
Passengers and crew members cleared	142	400	405	400
Gallons of fuel sold to aircraft processed by Customs officials	9,458	25,000	73,405	75,000

## MAINTENANCE & OPERATIONS

### SERVICES PROVIDED

#### Building Maintenance

Buildings, structures and hangars are maintained under this program using work orders, customer requests and weekly inspections conducted by the Operations Manager.

#### Daily Inspections

Inspections of the airport are conducted each business day. Airport maintenance personnel inspect the runways, taxiways, lighting, signage, buildings and airport perimeter for operation, litter and foreign debris. Work orders will be generated and completed for inspection discrepancies.

#### Mowing and Weed Control

Maintain grassy areas in compliance with FAA guidelines as to the height of grass and weeds within the airport safety area. Maintenance personnel uphold a vigilant mowing and weed control cycle program in order to accomplish goals. Areas outside the airport safety area are rough-cut on a continuous cycle to ensure the grass is aesthetically pleasing to airport customers and motorists passing by.

#### Safety

Airport maintenance operations have inherent potential hazards. Management and maintenance personnel strive to reduce hazards and operate equipment in a safe manner.

#### Custodial Maintenance

Maintain the cleanliness and first-class appearance of the airport terminal, the air traffic control tower and the Corporate 2 Hangar.

### SERVICE LEVEL STANDARDS

- All service requests are handled within 48 hours of the work order, barring special equipment necessary to complete the job.
- Work orders are generated and completed for inspection discrepancies with an average response time of less than one day. All facilities are maintained to standards and deficiencies are quickly identified and remedied.
- Full compliance with rough-cut mowing, outside of rain delays.
- Areas surrounding the ramp and terminal are maintained at higher levels to ensure compliance with aesthetics.
- Airport facilities inspected weekly for safety hazards. Employees receive safety training on a regular basis.
- Maintain facilities by performing custodial maintenance assigned on daily, weekly and monthly task lists.
- Promptly clean any and all public areas as needed or in response to management or customer requests.

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - AIRPORT**  
**MAINTENANCE & OPERATIONS - 605203**

	FY 04/05 Actual	FY 05/06 Current Budget	FY 05/06 Projections	FY 06/07 Base Budget	Program Enhance- ments	FY 06/07 Budget
<b>EXPENSES:</b>						
Personnel Services	\$ 132,789	\$ 154,910	\$ 154,910	\$ 257,470		\$ 257,470
Operations & Maintenance	150,806	204,541	185,355	258,318		258,318
Capital	2,596	14,949	14,949		39,795	39,795
<b>TOTAL EXPENSES</b>	<b>\$ 286,192</b>	<b>\$ 374,400</b>	<b>\$ 355,214</b>	<b>\$ 515,788</b>	<b>\$ 39,795</b>	<b>\$ 555,583</b>

	04/05 Budget	05/06 Budget	06/07 Budget
<b>STAFFING -FTE</b>			
Operations Manager			1
Lead Worker	1	1	1
General Maintenance	2	2	2
Custodian		1	1
Total for Program	3	4	5

**KEY PERFORMANCE INDICATORS**

**Number of:**

	04/05 Actual	05/06 Budget	05/06 Projections	06/07 Budget
Acres maintained	426	426	426	426
Work orders	68	75	127	100
NavAid inspections			4	4
Work orders generated by facility inspections	48	48	48	48

**Cost per**

Acres maintained *	\$ 665.72	\$ 843.78	\$ 798.74	\$ 1,210.77
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**Percent of:**

Work orders completed within 48 hours	99%	100%	97%	95%
Compliance with FAA for rough cut mowing	100%	100%	100%	100%
Safety area mowing	100%	100%	100%	100%
Litter free airport environment	100%	100%	100%	100%

\* Excludes capital expenses

## AIRPORT DEVELOPMENT

### SERVICES PROVIDED

#### Airport CIP / Development Funding

The Aviation Director will develop the Airport CIP, grants and other funding mechanisms for the continued development of the Airport in accordance with the Airport Business Plan, Airport Master Plan, Airport Layout Plan (ALP), and federal legislation, as it relates to CIP funding.

#### Contract Administration

Aviation Director will coordinate with FAA, TxDOT Aviation Division and City of Sugar Land in administration of contracts.

#### Special Projects

Prepare project updates quarterly on special projects.

#### Development Funding

Develop grants and other funding mechanisms for the continued development of the Airport in accordance with the Airport Business Plan. Funding sources include FAA, TxDOT Aviation Division, and Fort Bend County.

#### CIP Implementation

As funding becomes available from federal, state or local sources, prepare all necessary documents for implementation of projects.

#### Zoning

Coordinate with City planning to prevent non-compatible land uses around the airport that would affect the operations of the airport as a corporate-use airport.

### SERVICE LEVEL STANDARDS

- Capital improvement projects are scheduled within the airport's financial constraints per the five-year forecast and estimated project costs.
- All contractual requirements for federal and state funding are met.
- Ensure that airport projects are consistent with the Airport Business Plan.
- All TxDOT and FAA funded projects completed according to funding schedule.
- Maximize funding through FAA discretionary funding.
- Monitor project progress in regard to their being within budget and on schedule.
- Address all conflicts within one week to prevent delays in contract schedules.

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - AIRPORT**  
**AIRPORT DEVELOPMENT - 605204**

	FY 04/05	FY 05/06	FY 05/06	FY 06/07	Program	FY 06/07
	Actual	Current	Projections	Base	Enhance- ments	Budget
		Budget		Budget		
<b>EXPENSES:</b>						
Personnel Services	\$	\$	\$	\$	\$	\$
Operations & Maintenance	14,025	15,000	15,000	15,000		15,000
Capital	104,647					
Other Development	3,720,282	5,281,467	5,281,467	3,035,000		3,035,000
<b>TOTAL EXPENSES</b>	<b>\$ 3,838,954</b>	<b>\$ 5,296,467</b>	<b>\$ 5,296,467</b>	<b>\$ 3,050,000</b>	<b>\$</b>	<b>\$ 3,050,000</b>

**KEY PERFORMANCE INDICATORS**

**Number of:**

	04/05	05/06	05/06	06/07
	Actual	Budget	Projections	Budget
Design projects	3	2	2	4
CIP projects funded	4	2	1	4

**Value of:**

Local funded projects	\$ 6,645,000	\$ 450,000	\$ 450,000	\$ 3,035,000
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**Percent of:**

Projects within budget	100%	100%	100%	100%
New design projects on schedule		90%	100%	90%
Construction projects on schedule		90%	90%	90%
Compliance of projects with FAA or TxDOT grants	100%	100%	100%	100%

**CITY OF SUGAR LAND  
AIRPORT CAPITAL PROJECTS  
FISCAL YEAR 2006/07**

<b>CIP #</b>	<b>PROJECT NAME</b>	<b>PROJECT DESCRIPTION</b>	<b>AIRPORT REVENUE &amp; OTHER FUNDING</b>	<b>BOND FUNDS</b>
<b>AIRPORT</b>				
AP0601	T-Hangars	Construction of 100 T-Hangars plus pad site located on the east side of the airport.		\$3,035,000 Certificates of Obligation
<b>TOTAL AIRPORT CAPITAL PROJECTS</b>				<b>\$3,035,000</b>



**ENTERPRISE FUND – AIRPORT  
CAPITAL PROJECTS  
OPERATIONS AND MAINTENANCE IMPACT**

CIP #	PROJECT NAME	OPERATIONS AND MAINTENANCE FISCAL YEAR 2006/07	OPERATIONS AND MAINTENANCE ANNUALIZED	COMMENTS
AP0601	T-Hangars	\$0	\$0	No additional operating costs anticipated. Will generate revenues due to higher lease rates.
		\$0	\$0	
		TOTAL AIRPORT O&M		

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - AIRPORT**  
**OTHER REQUIREMENTS - 605307**

			FY 05/06		FY 06/07		Program	
	FY 04/05		Current	FY 05/06	Base		Enhance-	FY 06/07
	Actual		Budget	Projections	Budget		ments	Budget
<b>EXPENSES:</b>								
Debt Service	\$ 607,386	\$	781,667	\$ 781,667	\$ 768,650	\$		\$ 768,650
Transfers	360,647		356,257	356,257	362,504			362,504
Equipment Replacement			10,000	10,000	10,000			10,000
Facility Maintenance					40,000			40,000
Other			29,471	9,044	3,500			3,500
<b>TOTAL EXPENSES</b>	<b>\$ 968,033</b>	<b>\$</b>	<b>1,177,395</b>	<b>\$ 1,156,968</b>	<b>\$ 1,184,654</b>	<b>\$</b>		<b>\$ 1,184,654</b>

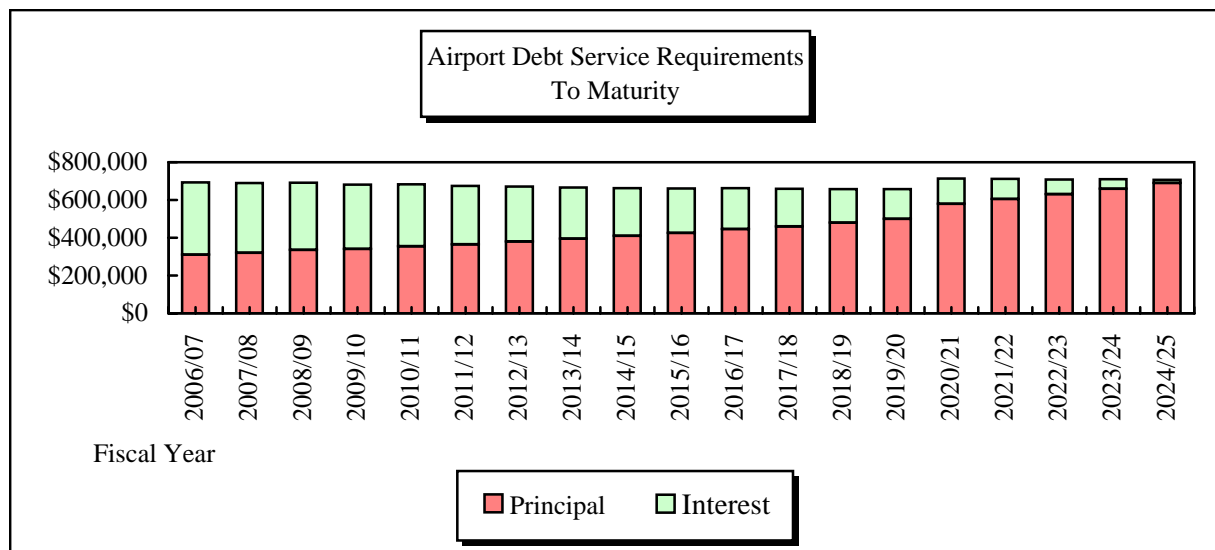
**ENTERPRISE FUND - AIRPORT**  
**GENERAL OBLIGATION AND CERTIFICATES OF OBLIGATION**  
**TOTAL DEBT SERVICE OUTSTANDING \***

Due During Fiscal Year Ending September 30	Principal	Interest	Total
2006/07	\$ 310,000	\$ 383,839	\$ 693,839
2007/08	320,000	370,451	690,451
2008/09	335,000	356,489	691,489
2009/10	340,000	342,089	682,089
2010/11	355,000	327,292	682,292
2011/12	365,000	310,293	675,293
2012/13	380,000	291,046	671,046
2013/14	395,000	271,046	666,046
2014/15	410,000	252,734	662,734
2015/16	425,000	235,955	660,955
2016/17	445,000	217,879	662,879
2017/18	460,000	198,608	658,608
2018/19	480,000	178,295	658,295
2019/20	500,000	156,863	656,863
2020/21	580,000	132,825	712,825
2021/22	605,000	106,163	711,163
2022/23	630,000	78,375	708,375
2023/24	660,000	49,350	709,350
2024/25	690,000	17,250	707,250
<b>TOTALS</b>	<b>\$ 8,685,000</b>	<b>\$ 4,276,841</b>	<b>\$ 12,961,841</b>

Total principal is comprised of two issues and all debt matures by 2025.

Series	Amount Outstanding	Maturity
2003A	1,325,000	2023
2005A	7,360,000	2025
	<u><u>\$ 8,685,000</u></u>	

\* Does not include anticipated issuance of new debt.

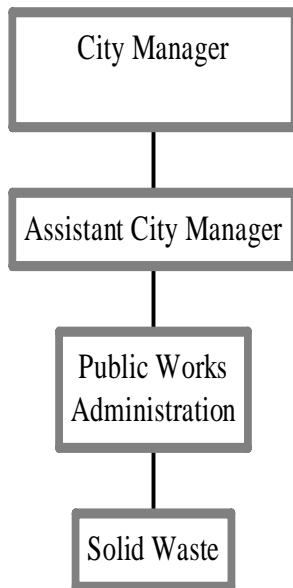




# SOLID WASTE

## Mission

*Provide exceptional solid waste and recycling service for all residences and City facilities in Sugar Land .*



## **ENTERPRISE FUND- SOLID WASTE**

The Solid Waste Enterprise Fund is used to account for residential solid waste removal. This fund is primarily supported through user charges. Services include the pick-up of containerized household waste and bulky waste twice a week and curbside recycling once a week. Fiscal year 2006/07 is the fourth year of a five-year contract with Allied Waste Services. The current contract expires in September 2008. Rates are to remain level through the end of the contract period unless the vendor requests an increase, limited to a maximum of 4%, based on increased operations expenses such as fuel.

The Solid Waste Fund receives a subsidy from the General Fund in support of the contract with Keep Sugar Land Beautiful, Inc. (KSLB), a non-profit organization that provides public education programs on recycling and environmental activities. The contribution to KSLB is based on a calculation of \$0.76 per capita.

### Fiscal Year 2005/06

Operating revenues for fiscal year 2005/06 are projected to be \$3,044,013 and include \$2,913,329 from collection and recycling fees, \$96,000 from franchise fees, \$2,900 in commercial license fees, \$29,075 in grants from H-GAC for solid waste education and \$2,709 in miscellaneous revenues. The residential solid waste rate is \$11.57 per month. The Solid Waste Fund projected an operating transfer of \$57,488 from the General Fund in support of the Keep Sugar Land Beautiful contract.

Operating expenses total \$3,075,712, which includes personnel, contracted services, and general operating costs. Personnel expenses total \$68,722 for contract monitoring and program administration. Solid waste and curbside recycling programs are contracted out to private industry at a cost of \$11.45 per household per month for an estimated annual cost of \$2,874,947. Other expenses include a \$57,488 contribution to Keep Sugar Land Beautiful, and \$29,075 in grant-related expenses for electronics recycling, community solid waste reduction, recycling education and awareness program.

The Solid Waste Fund will transfer \$12,439 to the Fleet Replacement and General Funds in fiscal year 2005/06.

Estimated ending cash equivalents balance at 9/30/06 is \$142,136, which is \$7,549 higher than current budget.

### Fiscal Year 2006/07

Operating revenues for fiscal year 2006/07 are \$3,098,342. Revenues for fiscal year 2006/07 are based on an estimate of 21,492 households served by September 2007, for total estimated revenues from user fees of \$2,969,198. Other revenues include commercial franchise fees of \$96,000, \$2,000 in miscellaneous revenues, \$250 from recycling, and \$30,894 in grants from H-GAC for solid waste education. A transfer of \$58,358 from the General Fund supports the cost of the Keep Sugar Land Beautiful contract.

Operating expenses are \$3,146,951, which includes the solid waste contract for \$2,938,402, \$118,657 for contract administration, \$30,894 in grant-related expenses, and \$58,358 for the City's annual contribution to Keep Sugar Land Beautiful based on a population estimate of 76,787 at January 1, 2007. A transfer out of \$12,439 to the Fleet Replacement and General Funds is also budgeted for the fiscal year.

Ending cash equivalents balance at 9/30/07 is estimated to be \$139,446, a decrease of \$2,690 from the beginning fund balance. The Solid Waste fund has no minimum balance per policy.

**CITY OF SUGAR LAND**  
**ENTERPRISE FUND - SOLID WASTE**  
**INCOME STATEMENT**

	FY 04/05 Actual	FY 05/06 Current Budget	FY 05/06 Projections	FY 06/07 Base Budget	Program Enhance- ments	FY 06/07 Budget
<b>OPERATING REVENUES</b>						
Solid Waste Collections	\$2,579,004	\$2,963,263	\$2,913,329	\$2,969,198		\$ 2,969,198
Commercial Franchise Fees	98,494	96,000	96,000	96,000		96,000
Commercial License Application Fees	(193)	2,900	2,900			
Recycling Program		200	240	250		250
Miscellaneous	2,317	2,000	2,469	2,000		2,000
Grant Revenue	22,354	29,075	29,075	30,894		30,894
<b>TOTAL OPERATING REVENUES</b>	<b>2,701,976</b>	<b>3,093,438</b>	<b>3,044,013</b>	<b>3,098,342</b>		<b>3,098,342</b>
<b>OPERATING EXPENSES</b>						
Personnel Services	68,174	72,147	68,722	81,387		81,387
Operations & Maintenance	2,639,119	3,060,539	3,006,990	3,065,564		3,065,564
<b>TOTAL OPERATING EXPENSES</b>	<b>2,707,293</b>	<b>3,132,686</b>	<b>3,075,712</b>	<b>3,146,951</b>		<b>3,146,951</b>
Operating Transfers Out	(12,728)	(12,439)	(12,439)	(12,439)		(12,439)
Operating Transfers In	49,069	57,488	57,488	58,358		58,358
<b>NET INCOME (LOSS)</b>	<b>31,024</b>	<b>5,801</b>	<b>13,350</b>	<b>(2,690)</b>		<b>(2,690)</b>
<b>CASH EQUIVALENTS BEGINNING</b>	<b>97,762</b>	<b>128,786</b>	<b>128,786</b>	<b>142,136</b>		<b>142,136</b>
<b>CASH EQUIVALENTS ENDING</b>	<b>\$ 128,786</b>	<b>\$ 134,587</b>	<b>\$ 142,136</b>	<b>\$ 139,446</b>		<b>\$ 139,446</b>
Number of Households Served	20,105	20,948	20,863	21,492		21,492
Annual cost per household	\$ 133.55	\$ 148.67	\$ 146.36	\$ 146.42		\$ 146.42
Monthly cost per household	\$ 11.13	\$ 12.39	\$ 12.20	\$ 12.20		\$ 12.20
Monthly rate billed per household	\$ 10.70	\$ 11.57	\$ 11.57	\$ 11.57		\$ 11.57

## **SOLID WASTE**

### **SERVICES PROVIDED**

#### **Solid Waste Collection - Residential**

The Solid Waste Division manages and monitors the residential solid waste collection and disposal contract to ensure services are provided on a daily basis. Services include:

- Twice a week curbside collection of solid waste.
- Twice a week heavy/bulky trash pickup, including appliances and green waste.

#### **Recycling - Residential**

The division monitors residential curbside recycling and the drop-off facilities to assure timely pick up and that items collected are recycled and not landfilled.

- Once a week curbside recycling pickup.
- Drop-off centers management for glass, cardboard and paper recycling.
- Special events such as Christmas tree mulching; batteries, oil, latex paint, and antifreeze (BOPA) collection; and electronics recycling.

#### **Customer Service**

Trained staff provide exemplary customer service whether on the phone or out in the field.

#### **Public Education**

Public education and outreach is a key component to providing our residents with crucial information regarding solid waste and recycling services. The division coordinates environmental outreach programs and special events with Keep Sugar Land Beautiful.

#### **Solid Waste Collection – Commercial**

Monitor commercial solid waste collection within the City to ensure that operators and businesses are in compliance with City regulations.

#### **Regional Partnerships**

Attend meetings at Fort Bend Solid Waste Advisory Committee, Natural Resources Advisory Committee, Houston Galveston Regional Air Quality Advisory Committee and Keep Sugar Land Beautiful.

#### **Environmental Regulations**

Monitor and implement all anticipated new and revised environmental regulations from the Texas Commission on Environmental Quality (TCEQ) and the Environmental Protection Agency (EPA) including, but not limited to, drainage control and air quality issues.

### **SERVICE LEVEL STANDARDS**

- The contracted solid waste service provider collects solid waste twice per week from all residences between the hours of 7:00 a.m. and 6:30 p.m. on a Monday/Thursday or Tuesday/Friday schedule.
- Over 3 million individual collections per year with over 99% collections completed on time and less than 1% missed collections.

- The contracted service provider collects recycling one day per week from all residences between the hours of 7:00 a.m. and 6:30 p.m.
- Encourage participation in local and regional recycling programs through public education.
- Over 60% participation rate in curbside recycling program.

- Investigate customer complaints and resolve within 24 hours, 99% of the time.

- Hold three or more public education events that address solid waste minimization, recycling, composting, household hazardous waste, and/or water quality.

Ensure commercial haulers and businesses maintain compliance with City ordinances:

- Commercial collection prohibited between 10 P.M. and 7 A.M. if within 400 feet of residential property.
- Commercial haulers maintain City license and remit appropriate franchise fees.
- Businesses maintain containers in clean and sanitary condition and surrounding areas free of waste and debris.

- Take a proactive approach to addressing regional environmental and solid waste issues through participation in several regional committees and through interaction with local non-governmental organizations.

- Meet or exceed the environmental regulatory requirements.



**CITY OF SUGAR LAND**  
**ENTERPRISE FUND-SOLID WASTE**  
**SOLID WASTE- 501001**

	FY 04/05	FY 05/06	FY 05/06	FY 06/07	Program	FY 06/07
	Actual	Current	Projections	Base	Enhance-ments	Budget
		Budget		Budget		
<b>EXPENSES</b>						
Personnel Services	\$ 68,174	\$ 72,147	\$ 68,722	\$ 81,387		\$ 81,387
Operations & Maintenance	2,639,119	3,060,539	3,006,990	3,065,564		3,065,564
Capital						
<b>TOTAL EXPENSES</b>	<b>\$ 2,707,293</b>	<b>\$ 3,132,686</b>	<b>\$ 3,075,712</b>	<b>\$ 3,146,951</b>		<b>\$ 3,146,951</b>

	04/05	05/06	06/07
	Budget	Budget	Budget
<b>STAFFING - FTE</b>			
Environmental Manager	0.5	0.5	0.5
Solid Waste Monitor	1	1	1
Total for Program	1.5	1.5	1.5

**KEY PERFORMANCE INDICATORS:**

**Number of:**

	04/05	05/06	05/06	06/07
	Actual	Budget	Projections	Budget
Households serviced	20,105	20,948	21,321	21,900
Collections	3,123,042	3,189,186	3,278,769	3,390,000
Customer complaints received	466	447	605	650
Licensed commercial operators	33	34	33	35
Active Adopt-A-Spot locations		23	21	24

**Tons of:**

Solid waste landfilled	27,182	27,580	32,083	35,621
Materials recycled curbside	3,220	3,263	3,412	3,679
Solid waste/recycling collected curbside	30,402	30,843	35,496	39,300
Glass recycled at drop-off centers	42.4	45.0	62.8	66.2
Cardboard/paper recycled at drop-off centers	104.2	112.0	100.8	140.5

**Cost per:**

Household*	\$ 133.09	\$ 148.67	\$ 142.89	\$ 142.29
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**Percent of:**

Collected materials recycled (curbside)	11%	10.6%	9.6%	9.4%
Set out recycling rate	57.0%	60%	57%	60%
Adopt-A-Spots cleaned quarterly		77%	75%	75%

\* Grant expenses excluded from calculations.

